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Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

Part IV

International cooperation for development

Section 13

International Trade Centre

Subprogramme 6 of programme 10

Trade and development

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* [A/76/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



Foreword

The economic and health shocks of the coronavirus disease (COVID-19) pandemic have transformed the way that we produce, trade, consume and communicate. In 2020, the world recognized how indispensable global cooperation and multilateralism is for addressing shared problems through shared solutions. The impact of the pandemic will be long-lasting, but the Sustainable Development Goals remain our shared road map to recovery and resilience. One of the most pervasive outcomes of the pandemic has been the sharp glare of inequality: both between countries and within countries. The 2030 Agenda for Sustainable Development recognizes trade as an engine for sustainable and inclusive economic growth, job creation and poverty reduction, contributing to the promotion of sustainable development. Trade is a critical means for addressing the inequalities we currently face.

At ITC, we know that sustainable and inclusive trade is key for addressing inequalities and “building back better” through providing jobs and income opportunities to billions of people, especially to those at the base of the pyramid, and micro-, small and medium-sized enterprises in developing countries. Our mission to support such enterprises to become more internationally competitive, operate in a more environmentally sustainable manner and develop more inclusive and higher income opportunities remains unchanged. Our work with such enterprises in the post-pandemic era will focus on building and strengthening their capacities to adapt and become resilient to shocks, to rebuild and enhance their trade competitiveness.

Our work will be enriched through a set of initiatives aimed at closing the digital gap, widening access to markets and making trade more inclusive. We will focus on reducing inequalities and will provide targeted support to micro-, small and medium-sized enterprises owned by women, youth and poor communities. We will assist such enterprises, along with artisans and smallholders, in moving up the value chain away from only primary and commodity production, increasing the capacity for more value addition to take place. We will direct our resources towards environmentally sustainable and socially responsible initiatives. Our focus will be on enhancing trade in key sectors, such as tourism, creative industries, lifestyle and fashion, services, textiles and clothing, agribusiness and information technology. We will strengthen and expand our core offering of trade and market intelligence to assist policymakers in all Member States, business support institutions and micro-, small and medium-sized enterprises to make timely and accurate decisions related to trade and investment. Our tailored advisory services will foster a more inclusive and conducive business environment, through integration of private sector needs in relevant policy actions. We will continue to invest in supporting meaningful regional integration, including through supporting the ability of micro-, small and medium-sized enterprises to capitalize on the potential of the Agreement Establishing the African Continental Free Trade Area.

We will continue to deliver a large part of our country-specific technical assistance to the least developed countries, landlocked developing countries, small island developing States, sub-Saharan Africa, small vulnerable economies and conflict-affected countries. We will strengthen partnerships and networking with business support institutions, within the United Nations system, and with other partners that strongly support delivery of our mandate and where together we can make transformational change.

ITC has proven its ability to reinvent its operations during the pandemic, ensuring continued delivery and justifying the trust of its beneficiaries and partners. We have emerged prepared and fit for purpose to support our beneficiaries in the post-pandemic period.

We extend our thanks to the Member States, our partners and beneficiaries for their continuous confidence and support and we look forward to continuing our work together, towards trade impact for good.

(Signed) Pamela **Coke-Hamilton**
Executive Director, International Trade Centre

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 13.1 The International Trade Centre (ITC) is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO). The mandate derives from the priorities established by the contracting parties to the General Agreement on Tariffs and Trade (GATT) on 19 March 1964 and the General Assembly on 12 December 1967 (Assembly resolution [2297 \(XXII\)](#)). Since 1 January 1968, ITC has operated under the joint auspices of GATT/WTO and the United Nations. In its resolution 1819/LV of 9 August 1973, the Economic and Social Council reaffirmed the Centre's mandate as the focal point for technical assistance and cooperation activities for trade promotion within the United Nations system of assistance for developing countries.
- 13.2 In the context of the 2030 Agenda for Sustainable Development, Member States explicitly recognized trade as a key engine for sustainable and inclusive economic growth and poverty eradication. Under Sustainable Development Goal 8, to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, the 2030 Agenda includes a specific target to increase Aid for Trade support. Under Goal 17, the targets of an open, rules-based, transparent and fair trading system and a significant increase in exports from developing countries are specified.
- 13.3 In December 2019, the General Assembly reiterated this position in its resolution [74/201](#), against a backdrop of trade tensions, lower global investment and threats to multilateralism. The target beneficiaries of ITC – micro-, small and medium-sized enterprises that make up 99 per cent of the world's companies and form the economic backbone of any community – are particularly vulnerable to the costly consequences of the above-mentioned developments for their businesses.

Programme of work

Subprogramme 6

Operational aspects of trade promotion and export development

Objective

- 13.4 The objective, to which this subprogramme contributes, is to enhance inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing countries, especially the least developed countries, and countries with economies in transition, through increased business capacities of those enterprises to trade and through a conducive business environment and strengthened institutional ecosystems for those enterprises.

Strategy

- 13.5 To contribute to the objective, the subprogramme will provide advisory services, training and awareness-building to enterprises, business support institutions and government agencies in areas that are key to the international competitiveness of micro-, small and medium-sized enterprises. Services provided to enterprises will include capacity-building in the areas of market analysis, value addition, quality improvement and environmental sustainability, e-commerce, marketing and access to finance and investment. The subprogramme also will facilitate business matchmaking through

fairs and business-to-business meetings and through digital tools and online platforms, including those with a focus on women, youth and sustainability. ITC will employ its innovative approaches to create market knowledge and new market linkages for micro-, small and medium-sized enterprises, for example, through the ecomConnect and #FastTrackTech initiatives, which digitally connect enterprises to foreign markets, and the “Alliances for Action” approach, which develops business and public-private partnerships in specific value chains. The ITC SheTrades, youth employment and ethical fashion initiatives will continue to bring women-owned businesses, youth entrepreneurs and artisan and farmer communities across the globe to regional and international markets and to local support structures.

- 13.6 The subprogramme will also provide services to policymakers, as well as national, subnational and regional business support institutions, and support consensus-building, action-planning and decision-making processes that foster the growth and internationalization of enterprises. The subprogramme will facilitate a systematic approach for micro-, small and medium-sized enterprises to voice their experience of regulatory and procedural trade obstacles to policymakers and other stakeholders. It will also support analysis and understanding in business support institutions of the costs and benefits of different policy, strategy or regulatory options, so that they can provide considered inputs to discussions and advocate for their client enterprises. Furthermore, the subprogramme will strengthen business support institutions, including trade and investment promotion agencies, chambers of commerce, sector associations, women’s business groups, cooperatives, incubators and technical and vocational training providers, in improving the services they offer to micro-, small and medium-sized enterprises. Through tailored advisory services, assessments and workshops, ITC will guide and support the institutions through a process of change, which will include improved governance, strategy, performance measurement and connections to other parts of the business support ecosystem; product and service design, including for specific groups, such as women and youth; and new service areas, such as enterprise support in mitigating environmental risks and becoming more climate-resilient. The subprogramme will continue to promote the benefits of a universal, rules-based, open, predictable, inclusive, non-discriminatory and equitable multilateral trading system under WTO. It will further develop its provision of comprehensive trade and market information and analytical tools such as the ITC Sustainability Map, which includes information on voluntary sustainability standards and compliance requirements.
- 13.7 The subprogramme plans to support Member States on issues related to the coronavirus disease (COVID-19) pandemic by participating in the implementation of the socioeconomic response plans of the United Nations. ITC will also offer globally accessible trade intelligence that addresses specific information gaps related to the COVID-19 pandemic faced by decision makers. Its advisory services will be aimed at creating and sustaining the resilience of micro-, small and medium-sized enterprises, to open new trade channels, strengthen existing ones and help improve access by micro-, small and medium-sized enterprises to digital tools that support competitiveness and trade.
- 13.8 The above-mentioned work is expected to result in:
- (a) Micro-, small and medium-sized enterprises becoming better integrated into regional and international value chains that generate business transactions, sustainable jobs and higher incomes, especially for those at the base of the pyramid, women and youth;
 - (b) Improved managerial and operational performance of the business support institutions, as well as improvement of their combined performance in providing useful services to micro-, small and medium-sized enterprises as part of a supporting ecosystem;
 - (c) Government decision makers being better informed about options for new or improved inclusive trade-related policies, strategies and regulatory frameworks that contribute to a conducive environment for micro-, small and medium-sized enterprises to participate in international trade;
 - (d) Enhanced ability of micro-, small and medium-sized enterprises to develop their sustainable business practices, as well as increased awareness among policymakers, producers and businesses on topics related to trade, market potential and sustainable business practices.

- 13.9 The planned support on issues related to COVID-19 is expected to result in:
- (a) Micro-, small and medium-sized enterprises adapting their business operations to become more resilient to external shocks while maintaining or enhancing their competitiveness;
 - (b) Decision makers at the enterprise, institutional and government level having the necessary information on trade opportunities and challenges, including the effect of the COVID-19 pandemic on markets.

External factors for 2022

- 13.10 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Extrabudgetary resources will remain stable and largely earmarked for interventions in the focus countries of ITC operations (the least developed countries, landlocked developing countries, small island developing States, small vulnerable economies, economies in vulnerable situations, conflict-affected countries and sub-Saharan African countries);
 - (b) Countries in which ITC delivers large programmes will maintain political, economic and social conditions that allow for the implementation of development initiatives;
 - (c) The international trade and investment environments do not deteriorate significantly compared with 2020.
- 13.11 With regard to the COVID-19 pandemic, the subprogramme's plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 13.12 With regard to cooperation with other entities at the global, regional national and local levels, ITC will maintain and develop its partnerships with the private sector, civil society, academia and international entities to advance the 2030 Agenda. In view of evaluation findings, special attention will be given to business support organizations in programme countries, both as programme beneficiaries and as multipliers in the outreach to micro-, small and medium-sized enterprises. Furthermore, ITC will continue to contribute to the implementation of the African Continental Free Trade Area and WTO ministerial declarations, in particular the Agreement on Trade Facilitation, and the current discussions on e-commerce, investment facilitation, women and trade, and micro-, small and medium-sized enterprises and trade.
- 13.13 With regard to inter-agency coordination and liaison, ITC will continue to work closely with other United Nations agencies, including through membership in the United Nations Sustainable Development Group. As a non-resident agency, ITC is adjusting its operations to fully support the United Nations reform process and contribute to United Nations regional and country teams where its expertise meets the priorities of national Governments. ITC will closely collaborate with the United Nations Conference on Trade and Development and WTO, and engage in projects related to micro-, small and medium-sized enterprise and trade development with selected partners. ITC will be active in multi-agency initiatives that facilitate sustainable and inclusive trade for micro-, small and medium-sized enterprises, for example, through a new initiative with the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. A number of such initiatives are envisaged with partners like the United Nations Capital Development Fund, the International Labour Organization, the Enhanced Integrated Framework, United Nations regional commissions and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).
- 13.14 ITC integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the subprogramme has a specific initiative that is entirely focused on the

economic empowerment of women: SheTrades, which leads a set of actions that increase gender equality in trade. Among them is the “SheTrades call to action”, which mobilizes funding and partnerships to bring women to markets, through seven transformative actions at the levels of policy, institutions and micro-, small and medium-sized enterprises.

- 13.15 With regard to disability inclusion, ITC will be guided by the United Nations Disability Inclusion Strategy. It will implement actions to comply with the Strategy’s 15 performance indicators, and will address disability inclusion in its next strategic planning process.

Evaluation activities

- 13.16 The following evaluations completed in 2020 have guided the subprogramme plan for 2022:
- (a) 2020 annual evaluation synthesis report (meta-evaluation of 2019 evaluation findings);
 - (b) Evaluation of the performance of ITC in trade and market information.
- 13.17 The findings of the evaluations referenced above have been taken into account for the proposed subprogramme plan for 2022. For example, ITC uses its annual evaluation synthesis reports to provide an overview of findings and critical lessons learned from internal and external evaluations conducted during the year. Those lessons inform the quality review criteria that ITC uses in its project approval process and inform project management. The key theme of the 2020 report was “Achieving the bottom line: relevant, agile and innovative”. Overall, findings indicate that ITC projects are well aligned with the mandate and results framework of ITC, with good practices in gender and equity results through trade. Sustainability of results is supported by in-country business support institutions. Long-term engagement, detailed country knowledge and good exit strategies foster ownership and trust among ITC partners and beneficiaries. Opportunities for improvement were identified in several areas of project and programme delivery to enhance the effectiveness of mainstreaming cross-cutting themes, strengthen linkages to long-term objectives and improve monitoring and evaluation data. In response, ITC will invest in more extensive mainstreaming of gender, youth, environment and social responsibility elements in its projects and programmes, and will work on enhancing the capacities of projects for utilizing theories of change, simplification and harmonization of the monitoring and evaluation corporate systems. Finally, ITC will be enhancing sustainability and coordination, including through increased engagement in United Nations Sustainable Development Cooperation Frameworks.
- 13.18 The following evaluations are planned for 2022:
- (a) 2022 annual evaluation synthesis report (meta-evaluation of the 2021 evaluation findings);
 - (b) One evaluation at the corporate level;
 - (c) One evaluation of an ITC programmatic approach;
 - (d) One large project evaluation.

Programme performance in 2020

- 13.19 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

More small businesses able to withstand the socioeconomic effects of COVID-19 through the “Growth for rural advancement and sustainable progress” initiative in Pakistan

- 13.20 In Pakistan, the COVID-19 pandemic resulted in lockdowns and closures, slowing down the economy and threatening livelihoods, especially in the agribusiness sector. At the outset of the pandemic, the subprogramme, upon request, engaged in the United Nations socioeconomic impact

assessment and response plan for Pakistan. It conducted several targeted micro-, small and medium-sized enterprise competitiveness surveys to assess the situation and needs of Pakistani exporters that had been heavily hit by the pandemic, to support and complement the Government’s response.

- 13.21 The subprogramme responded by coordinating delivery of €1.1 million of rapid response assistance with its implementing partner, the Food and Agriculture Organization of the United Nations; provincial partners; and government partners. The rapid response was built on five pillars: (a) fostering applications by micro-, small and medium-sized enterprises to available financing schemes, (b) providing critical inputs for such enterprises to enable continuity of operations and support the proper functioning of the value chains, (c) supporting investment in safety and hygiene, (d) establishing a matching grant facility to support market development for micro-, small and medium-sized enterprises and (e) supporting the formulation of policy measures related to commercial and agribusiness development.

Progress towards the attainment of the objective, and performance measure

- 13.22 The above-mentioned work contributed to the objective, as demonstrated by farmers and micro-, small and medium-sized enterprises benefiting from the subprogramme’s COVID-19 response in Pakistan, to ensure continuity of their operations and increase competitiveness and climate resilience in value chains or through catalysing access to finance (see table 13.1).

Table 13.1
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual) |
|---------------|---------------|---|
| – | – | Beneficiaries in Balochistan and Sindh, including 114 micro-, small and medium-sized enterprises, 74 members of market committees and over 4,000 women farmers in Balochistan, ensured continuity of their operations and increased competitiveness, including through value-chain strengthening, climate-resilient practices and access to finance |

Impact of COVID-19 on programme delivery

- 13.23 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the subprogramme. The impact included a change in the ITC approach to delivery to integrate hybrid and remote modalities for providing technical assistance. The postponement of several on-site events, such as the World Export Development Forum, was among the negative effects on the activities of the subprogramme. The subprogramme also expanded its offering of online, free courses through its SME Trade Academy. These changes had an impact on programme performance in 2020, as specified in results 1 and 2 below.
- 13.24 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. Those activities included repositioning of its global public goods offering, multiple publications and the addition of content to its global public goods databases to address the increased new information and trade intelligence needs of beneficiaries. For example, the ITC flagship *SME Competitiveness Outlook* was one of the first flagship publications to address the consequences of the COVID-19 pandemic for micro-, small and medium-sized enterprises globally, and accompanying country

profiles served as a component of its COVID-19 response. The modified and new deliverables contributed to results in 2020, as specified in the emerging result above.

- 13.25 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, ITC will mainstream lessons learned and best practices related to the adjustments to and adaptation of its subprogramme owing to the COVID-19 pandemic. Specific examples of lessons learned include that the successful continuation of planned interventions during countries' lockdown periods depended very much on the Internet access and e-readiness of beneficiaries. Business deals – which the subprogramme aims to catalyse – are a matter of confidence in the market and market partners. Their conclusion is highly dependent on the possibility of on-site visits to company premises or on displaying samples of the goods to prospective buyers. Close coordination with stakeholders, beneficiaries, funders and partners allowed ITC to agree on contingency plans and alternative modalities to ensure continued delivery of its projects. Looking forward, ITC will continue to harness the lessons learned in the area of remote facilitation of business deals in its interventions.

Planned results for 2022

- 13.26 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed subprogramme plans and therefore show both the subprogramme performance in 2020 and the proposed subprogramme plan for 2022. Result 3 is a new planned result.

Result 1: the Gambia invests in jobs for young people through entrepreneurship and trade¹

Programme performance in 2020

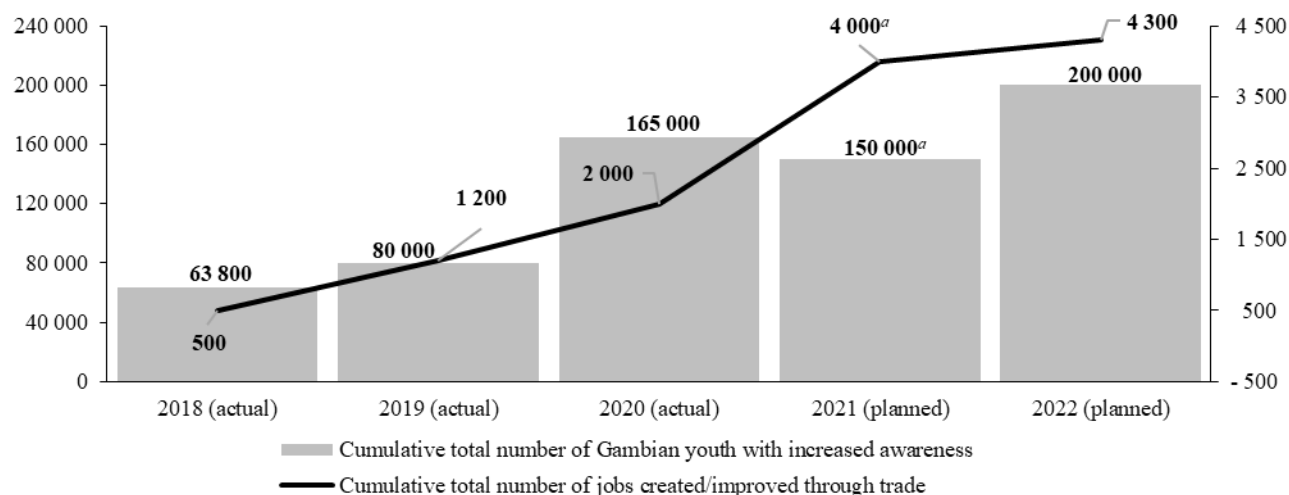
- 13.27 From 2018 to 2020, the ITC youth empowerment project supported the Gambia in tackling the root causes of youth unemployment and constraints on the competitiveness of enterprises, narrowing the gaps in young people's skills, knowledge and opportunities and raising awareness of the dangers of irregular migration.
- 13.28 The above-mentioned work contributed to creating and/or improving at least 2,000 jobs for youth, which did not meet the planned target of 4,000 reflected in the proposed programme budget for 2020. This was mainly due to the COVID-19 pandemic, which had a significant impact on job creation as micro-, small and medium-sized enterprises globally, including in the Gambia, have struggled to retain their employees and create new employment opportunities.
- 13.29 Furthermore, the above-mentioned work contributed to increased awareness among 165,000 Gambian youth about business and job opportunities, as evidenced through analysis of the audiences of media campaigns and of youth participants in programme activities. This exceeded the target of 100,000 reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 13.30 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will prioritize supporting youth entrepreneurs and established micro-, small and medium-sized enterprises in increasing their business resilience and taking advantage of new opportunities that have emerged during the pandemic, as well as working with value chains, such as the tourism sector. The expected progress is presented in the performance measure below (see figure 13.I).

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 13)).

Figure 13.I
Performance measure: total number of Gambian youth with increased awareness of business and job opportunities and total number of jobs created/improved through trade (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: South-South trade and investment creates growth opportunity for micro-, small and medium-sized enterprises from East African countries²

Programme performance in 2020

- 13.31 The subprogramme has worked on enabling the participation of East and Southern African institutions and companies in South-South value chains in order for them to benefit from new market linkages and investments, fostering value addition and job creation. The subprogramme has also continued to provide remote and hybrid coordination, advisory services and training to its partners in the field, such as investment promotion agencies and trade associations, which in return contributed to a rebound in support for South-South negotiation and completion of ongoing trade and investment deals in the second half of 2020 in key sectors, such as agribusiness, light manufacturing, technology and services. Furthermore, the subprogramme launched a report, entitled “Designing for impact: South-South trade and investment”, showcasing how to design and implement effective South-South trade and investment programmes, with a focus on knowledge exchange and technology transfer, based on a sustainable and inclusive approach and taking into account the effects of the COVID-19 pandemic.
- 13.32 The above-mentioned work contributed to facilitation of a cumulative \$138 million of South-South trade and investment deals, including deals related to the production of personal protective equipment in response to the COVID-19 pandemic, which did not meet the planned target of \$155 million reflected in the proposed programme budget for 2021. The underperformance was due to COVID-19, which had a negative impact on micro-, small and medium-sized enterprises and South-South investment decisions, and also caused the cancellation of multiple on-site business matchmaking events, slowing down identification of new business and investment leads.

Proposed programme plan for 2022

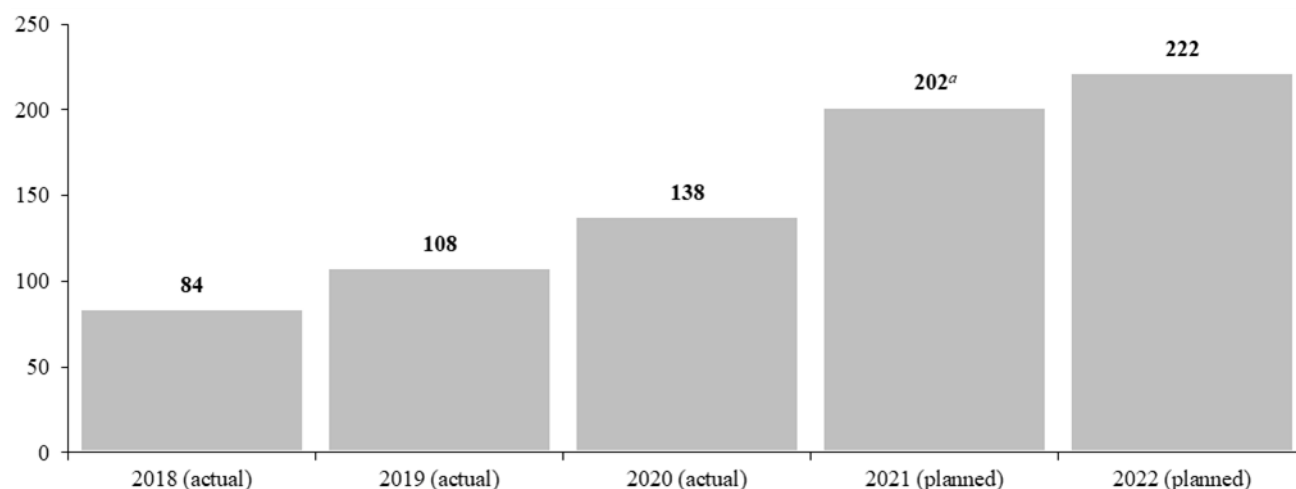
- 13.33 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will build on the lessons

² As reflected in the programme budget for 2021 (A/75/6/Add.1).

learned, in particular on new modalities of virtual and hybrid investment facilitation, scaling of outreach to smallholder farmers and generation and transfer of new tools and knowledge, especially those related to productivity increases, environmental sustainability and inclusiveness. The expected progress is presented in the performance measure below (see figure 13.II).

Figure 13.II
Performance measure: total amount of trade investments facilitated by the International Trade Centre’s South-South trade and investment programme (cumulative)

(Millions of United States dollars)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: increased demand for trade intelligence as a global public good, enabling decisions for global trade recovery

Proposed programme plan for 2022

13.34 The need and demand for increased accessibility of trade-related data has soared as a result of the impact of the COVID-19 pandemic and, in response, the subprogramme has launched a COVID-19 dashboard – a real-time tracker of COVID-19-related trade measures – in its Market Access Map. The subprogramme also adjusted its operations during the pandemic to retain momentum in assisting policymakers and business support institutions to create transformational agendas and achieve development through trade, and in helping micro-, small and medium-sized enterprises navigate through a quickly changing landscape of COVID-19-related trade measures.

Lessons learned and planned change

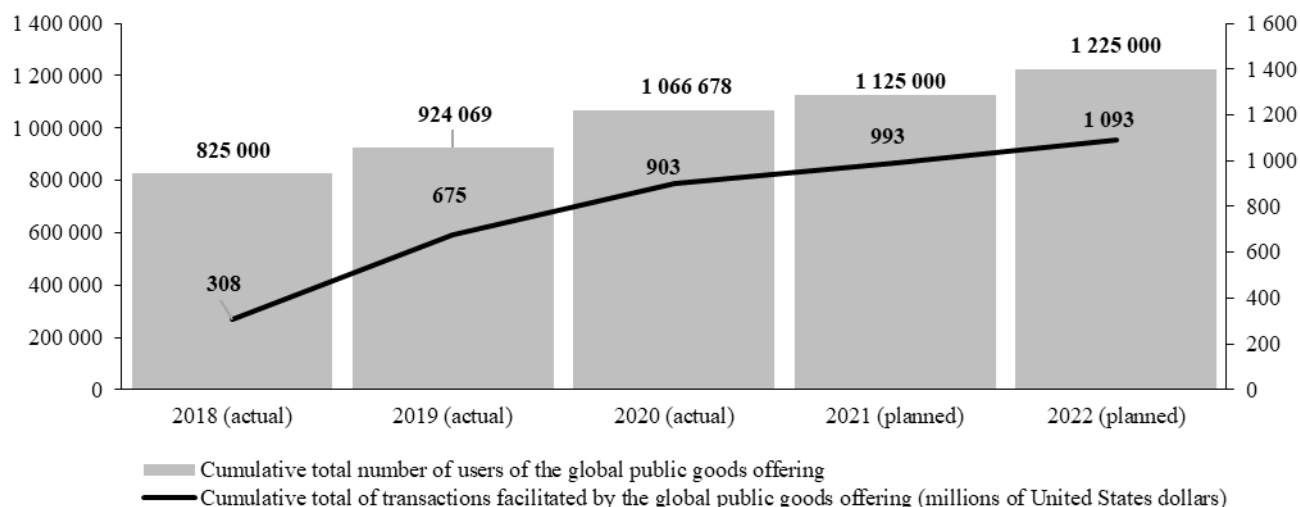
13.35 The lesson for the subprogramme was to recognize the need to scale up and diversify its range of offerings within the suite of global public goods, as the business environment is becoming more and more complex. This included not only rapid response through COVID-19-related content, but also the leveraging of a range of customized products for the benefit of the Member States that are likely to benefit from stronger regional integration, and thus need trade information to identify new market opportunities. In applying the lesson, the subprogramme will increasingly invest in its global public good suite to (a) make it more compatible with devices such as mobile phones and tablets, (b) further tailor its competitive intelligence solutions in line with the demands of Member States and business support institutions and (c) expand the scope of covered information such as trade and regulations in services.

Expected progress towards the attainment of the objective, and performance measure

13.36 This work is expected to contribute to the objective, as demonstrated by the growth of total users of the ITC global public goods offering to 1,225,000 users and the cumulative international trade and investment transactions catalysed through that offering to \$1.093 billion by 2022 (see figure 13.III).

Figure 13.III

Performance measure: total number of users of and total volume of transactions facilitated by the International Trade Centre’s global public goods offering (cumulative)



Legislative mandates

13.37 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

| | | | |
|------------------------|---|----------------|---|
| 2297 (XXII) | International Trade Centre | 69/15 | SIDS Accelerated Modalities of Action (SAMOA) Pathway |
| 64/189; 66/186 | Unilateral economic measures as a means of political and economic coercion against developing countries | 69/283 | Sendai Framework for Disaster Risk Reduction 2015–2030 |
| 64/216; 66/215 | Second United Nations Decade for the Eradication of Poverty (2008–2017) | 69/313 | Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda) |
| 64/220; 66/218; 74/238 | Operational activities for development of the United Nations system | 70/1 | Transforming our world: the 2030 Agenda for Sustainable Development |
| 64/222 | Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation | 71/243; 75/233 | Quadrennial comprehensive policy review of operational activities for development of the United Nations system |
| 66/288 | The future we want | 71/279 | Micro-, Small and Medium-sized Enterprises Day |
| 67/213 | Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled “Environmental pillar in the context of sustainable development”, of the outcome document of the United Nations Conference on Sustainable Development | 72/279 | Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system |
| | | 73/195 | Global Compact for Safe, Orderly and Regular Migration |

Section 13 International Trade Centre

| | | | |
|--------|--|--------|---|
| 73/291 | Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation | 75/215 | Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States |
| 74/198 | International Year of Creative Economy for Sustainable Development, 2021 | | |
| 74/204 | Commodities | | |
| 74/228 | Role of the United Nations in promoting development in the context of globalization and interdependence | 75/216 | Disaster risk reduction |
| | | 75/217 | Protection of global climate for present and future generations of humankind |
| 74/231 | Development cooperation with middle-income countries | 75/219 | Implementation of the Convention on Biological Diversity and its contribution to sustainable development |
| 74/235 | Women in development | | |
| 75/202 | Information and communications technologies for sustainable development | 75/225 | Towards a New International Economic Order |
| 75/203 | International trade and development | 75/227 | Follow-up to the Fourth United Nations Conference on the Least Developed Countries |
| 75/207 | Promoting investments for sustainable development | | |
| 75/208 | Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development | 75/228 | Follow-up to the second United Nations Conference on Landlocked Developing Countries |
| 75/211 | Entrepreneurship for sustainable development | 75/229 | Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection |
| 75/213 | Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21 | 75/230 | Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027) |
| | | 75/231 | Industrial development cooperation |
| | | 75/234 | South-South cooperation |

Economic and Social Council resolutions

| | | | |
|-----------|--|--------|--|
| 1819 (LV) | United Nations export promotion programmes | 2020/9 | Mainstreaming a gender perspective into all policies and programmes in the United Nations system |
|-----------|--|--------|--|

World Trade Organization ministerial declarations and decisions

| | | | |
|-------------------|--|-----------------|---|
| WT/MIN (01)/DEC/1 | Doha Ministerial Declaration | WT/MIN (13)/DEC | Bali Ministerial Declaration |
| WT/MIN (05)/DEC | Doha Work Programme: Ministerial Declaration | WT/MIN (15)/DEC | Nairobi Ministerial Declaration |
| WT/MIN (11)/W/2 | Elements for political guidance | WT/MIN (17)/DEC | Joint Declaration on Trade and Women's Economic Empowerment |

Deliverables

13.38 Table 13.2 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.2
Deliverables for the period 2020–2022, by category and subcategory

| <i>Category and subcategory</i> | <i>2020 planned</i> | <i>2020 actual</i> | <i>2021 planned</i> | <i>2022 planned</i> |
|---|-------------------------|------------------------|-------------------------|-------------------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents) | 4 | 4 | 4 | 4 |
| 1. Reports to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund | 3 | 3 | 3 | 3 |
| 2. Annual report on the activities of ITC to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund | 1 | 1 | 1 | 1 |
| Substantive services for meetings (number of three-hour meetings) | 7 | 8 | 7 | 8 |
| 3. Meetings of the Joint Advisory Group on the International Trade Centre and formal meetings of the Consultative Committee of the ITC trust fund | 4 | 4 | 4 | 4 |
| 4. Meetings of the Advisory Committee on Administrative and Budgetary Questions | 1 | 1 | 1 | 1 |
| 5. Meetings of the Fifth Committee | 1 | 1 | 1 | 1 |
| 6. Meetings of the Committee for Programme and Coordination | 1 | 1 | 1 | 1 |
| 7. Meetings of the WTO Committee on Budget, Finance and Administration | – | 1 | – | 1 |
| B. Generation and transfer of knowledge | | | | |
| Field and technical cooperation projects (number of projects) | 120 | 127 | 130 | 130 |
| 8. Trade-related technical assistance projects | 120 | 127 | 130 | 130 |
| Seminars, workshops and training events (number of days) | 2 900 | 4 385 | 3 000 | 3 500 |
| 9. On trade intelligence, policy and strategy | 525 | 407 | 600 | 700 |
| 10. On business support institutions | 277 | 272 | 300 | 350 |
| 11. On value chains | 2 098 | 3 706 | 2 100 | 2 450 |
| Technical materials (number of materials) | 25 | 30 | 30 | 30 |
| 12. SME Competitiveness Outlook flagship report | 1 | 1 | 1 | 1 |
| 13. Books on trade-related subjects | 4 | 4 | 4 | 4 |
| 14. Papers on trade-related subjects, such as inclusive and sustainable trade, trade and market intelligence, competitiveness of micro-, small and medium-sized enterprises and competitiveness of women-owned micro-, small and medium-sized enterprises | 20 | 25 | 25 | 25 |

C. Substantive deliverables

Consultation, advice and advocacy: customized support to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for micro-, small and medium-sized enterprises in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among micro-, small and medium-sized enterprises, such as women and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of micro-, small and medium-sized enterprises and disadvantaged groups in their service offer; and advocacy that allows for the systematic inclusion such enterprises and disadvantaged groups in policy and strategy processes.

Databases and other substantive digital materials: maintenance and development of databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database with over 20,000 registered women entrepreneurs, “SheTrades Outlook”, the ITC “SME trade academy”, the Ye! community and platform (with over 20,000 young entrepreneurs), and the Trade Maps suite of tools (Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map and Sustainability Map), which attracts over 1 million users annually.

| <i>Category and subcategory</i> | <i>2020 planned</i> | <i>2020 actual</i> | <i>2021 planned</i> | <i>2022 planned</i> |
|---------------------------------|-------------------------|------------------------|-------------------------|-------------------------|
|---------------------------------|-------------------------|------------------------|-------------------------|-------------------------|

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including the World Export Development Forum, SheTrades Global, the Trade for Sustainable Development Forum, the world trade promotion organizations network conference and awards; the *International Trade Forum* magazine, with over 100,000 online views per year; Micro-, Small and Medium-sized Enterprises Day; newsletters on trade-related subjects for over 10,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the Sustainable Development Goals.

Digital platforms and multimedia content: design, updating and maintenance of websites and social media accounts, including the ITC website, with over 4 million views a year; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women entrepreneurs and youth, with over 100,000 combined followers of social media accounts.

Library services: on-demand services for ITC clients related to trade information; and provision of online updates on trade-related publications to trade support institutions from developing countries.

B. Proposed post and non-post resource requirements for 2022

Overview

13.39 The proposed regular budget resources for 2022 are reflected in table 13.3.

Table 13.3

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

| Object of expenditure | 2020 expenditure ^a | 2021 appropriation | Changes | | | | 2022 estimate (before recosting) |
|---------------------------------------|----------------------------------|-----------------------|--------------------------|------------------------------|-------|---------------------|---|
| | | | Technical adjustments | New/ expanded mandates | Other | Total Percentage | |
| Grants and contributions ^b | 18 861.8 | 20 641.5 | – | – | – | – | 20 641.5 |
| Total | 18 861.8 | 20 641.5 | – | – | – | – | 20 641.5 |

^a At the time of reporting, the expenditures presented in this table and subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2021.

^b Represents the United Nations share of the ITC full regular budget disbursed as a grant.

- 13.40 The General Assembly, in section I of its resolution [59/276](#), endorsed revised administrative arrangements for ITC as set out in the report of the Secretary-General ([A/59/405](#)). In conformity with those administrative arrangements, the regular budget of ITC is denominated in Swiss francs and is funded equally by the United Nations and WTO. The United Nations share of the ITC full regular budget is disbursed as a grant.
- 13.41 The grant proposed for 2022 amounts to \$20,641,500, before recosting, reflecting no change in the resource level compared with the appropriation for 2021. The full regular budget requirements of ITC amount to SwF 36,996,100 (before recosting), net of projected miscellaneous income of SwF 200,000. The United Nations grant remains at 50 per cent of the total ITC budget, or SwF 18,498,100. After applying an exchange rate of SwF 0.896 to \$1.00, the United States dollar equivalent is \$20,641,500. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 13.42 The General Assembly has approved, on a trial basis, a change from a biennial to an annual budget period for the United Nations, while WTO maintains its biennial budget period; this has implications for the administrative arrangements relating to the ITC budget. Similarly to the 2020 and 2021 annual budgets, the present proposal for 2022 is put forward under an interim arrangement agreed with the WTO secretariat, whereby ITC will submit to WTO an annual budget for 2022 in the United Nations proposed programme budget format, and twice that amount for the 2022–2023 budget period in the WTO format. The administrative arrangements will be suitably updated should the annual budget cycle be confirmed by the General Assembly.
- 13.43 The total resource requirements for 2022 for ITC, comprising its full regular budget in Swiss francs and projected extrabudgetary resources in Swiss francs, are reflected in tables 13.4 and 13.5 and figure 13.IV. In the interest of clarity and transparency, details of post resources, which would be provided for by the proposed grants from the United Nations and WTO, are presented in tables 13.6, 13.7 and annex I, despite not being part of the approved or proposed staffing table of the regular budget.

Table 13.4

Evolution of financial resources by source of funding: ITC full regular budget and extrabudgetary resources

(Thousands of Swiss francs)

(1) *Regular budget*

| Component/subprogramme | 2020 expenditure ^a | 2021 appropriation | Changes | | | | 2022 estimate (before recosting) | |
|---|----------------------------------|-----------------------|--------------------------|------------------------------|-------|-------|---|-----------------|
| | | | Technical adjustments | New/ expanded mandates | Other | Total | | Percentage |
| Programme of work | | | | | | | | |
| 6. Operational aspects of trade promotion and export development | 35 380.0 | 36 996.1 | – | – | – | – | – | 36 996.1 |
| Subtotal, 1 | 35 380.0 | 36 996.1 | – | – | – | – | – | 36 996.1 |

(2) *Extrabudgetary*

| Component/subprogramme | 2020 expenditure | 2021 estimate | Change | Percentage | 2022 estimate |
|---|---------------------|------------------|--------|------------|------------------|
| Programme of work | | | | | |
| 6. Operational aspects of trade promotion and export development | 86 124.2 | 89 600.0 | – | – | 89 600.0 |
| Subtotal, 2 | 86 124.2 | 89 600.0 | – | – | 89 600.0 |
| Total | 121 504.2 | 126 596.1 | – | – | 126 596.1 |

^a Overall level of 2020 expenditure (net of miscellaneous income) incurred in Swiss francs, of which the United Nations share amounts to SwF 17,690,000, equivalent to \$18,861,800.

Table 13.5

Evolution of financial and post resources: ITC full regular budget

(Thousands of Swiss francs/number of posts)

| Component/subprogramme | 2020 expenditure | 2021 appropriation | Changes | | | | 2022 estimate (before recosting) |
|--|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|---|
| | | | Technical adjustments | New/ expanded mandates | Other | Total | |
| Financial resources by main category of expenditure | | | | | | | |
| Post | 27 683.9 | 28 812.4 | – | – | – | – | 28 812.4 |
| Non-post | 7 696.1 | 8 183.7 | – | – | – | – | 8 183.7 |
| Total | 35 380.0 | 36 996.1 | – | – | – | – | 36 996.1 |
| Post resources by category | | | | | | | |
| Professional and higher | | 91 | – | – | – | – | 91 |
| General Service and related | | 69 | – | – | – | – | 69 |
| Total | | 160 | – | – | – | – | 160 |

Table 13.6
Proposed posts for 2022: ITC full regular budget

| | Number | Level |
|-------------------|--------|---|
| Approved for 2021 | 160 | 1 ASG, 1 D-2, 5 D-1, 20 P-5, 30 P-4, 20 P-3, 14 P-2/1, 69 GS (OL) |
| Post changes | – | |
| Proposed for 2022 | 160 | 1 ASG, 1 D-2, 5 D-1, 20 P-5, 30 P-4, 20 P-3, 14 P-2/1, 69 GS (OL) |

Table 13.7
Proposed posts for 2022 by source of funding: ITC full regular budget and extrabudgetary resources
(Number of posts)

(1) Regular budget

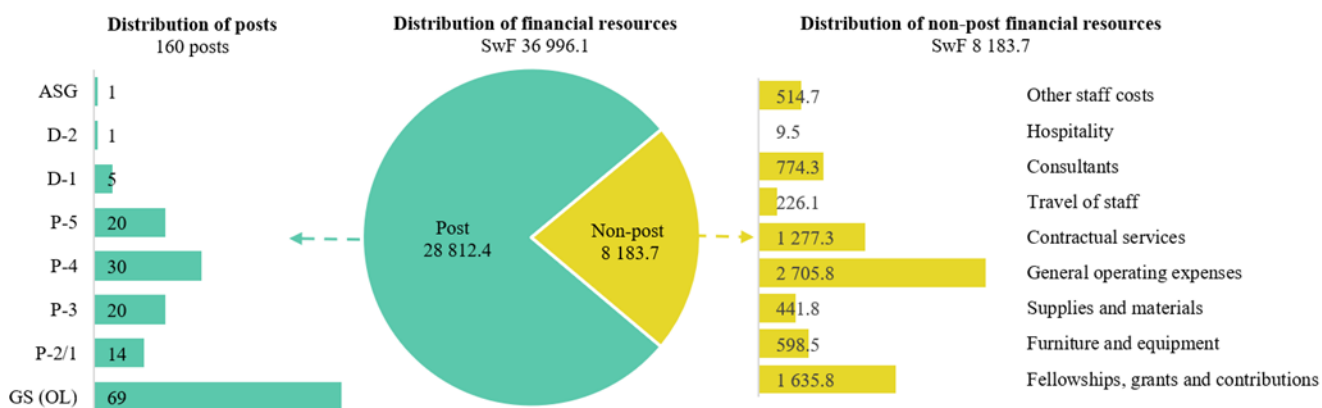
| Component/subprogramme | 2021 approved | Changes | | | Total | 2022 proposed |
|--|---------------|-----------------------|-----------------------|----------|----------|---------------|
| | | Technical adjustments | New/expanded mandates | Other | | |
| Programme of work | | | | | | |
| 6. Operational aspects of trade promotion and export development | 160 | – | – | – | – | 160 |
| Subtotal, 1 | 160 | – | – | – | – | 160 |

(2) Extrabudgetary

| Component/subprogramme | 2021 estimate | 2022 estimate |
|--|---------------|---------------|
| Programme of work | | |
| 6. Operational aspects of trade promotion and export development | 20 | 20 |
| Subtotal, 2 | 20 | 20 |
| Total | 180 | 180 |

Figure 13.IV
Distribution of proposed resources for 2022 (before recosting): ITC full regular budget

(Number of posts/thousands of Swiss francs)



Extrabudgetary resources

- 13.44 As reflected in table 13.4, ITC expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2022, extrabudgetary resources are estimated at SwF 89,600,000, equivalent to \$100,000,000 at an exchange rate of SwF 0.896 to \$1.00, and would provide for 20 posts (1 P-5, 3 P-4, 4 P-3, 1 P-2/1 and 11 GS (OL)), as presented in table 13.7, and non-post resources, including project personnel. The extrabudgetary resources would be used mainly to implement technical cooperation projects, complementing and leveraging the core expertise and global offering of ITC provided through regular budget resources, at the request of Member States. Examples of such projects include technical cooperation and assistance provided to micro-, small and medium-sized enterprises in developing countries, especially least developed countries, and countries with economies in transition related to the promotion of trade and international business development, including through initiatives such as SheTrades, ecomConnect and #FastTrackTech. ITC continues to negotiate with donors for the funding of large-scale integrated programmes. Estimated extrabudgetary resources represent 70.8 per cent of the total resources for this subprogramme.
- 13.45 The authority to oversee the use of extrabudgetary resources rests with ITC, as per the delegation of authority by the Secretary-General.

Other information

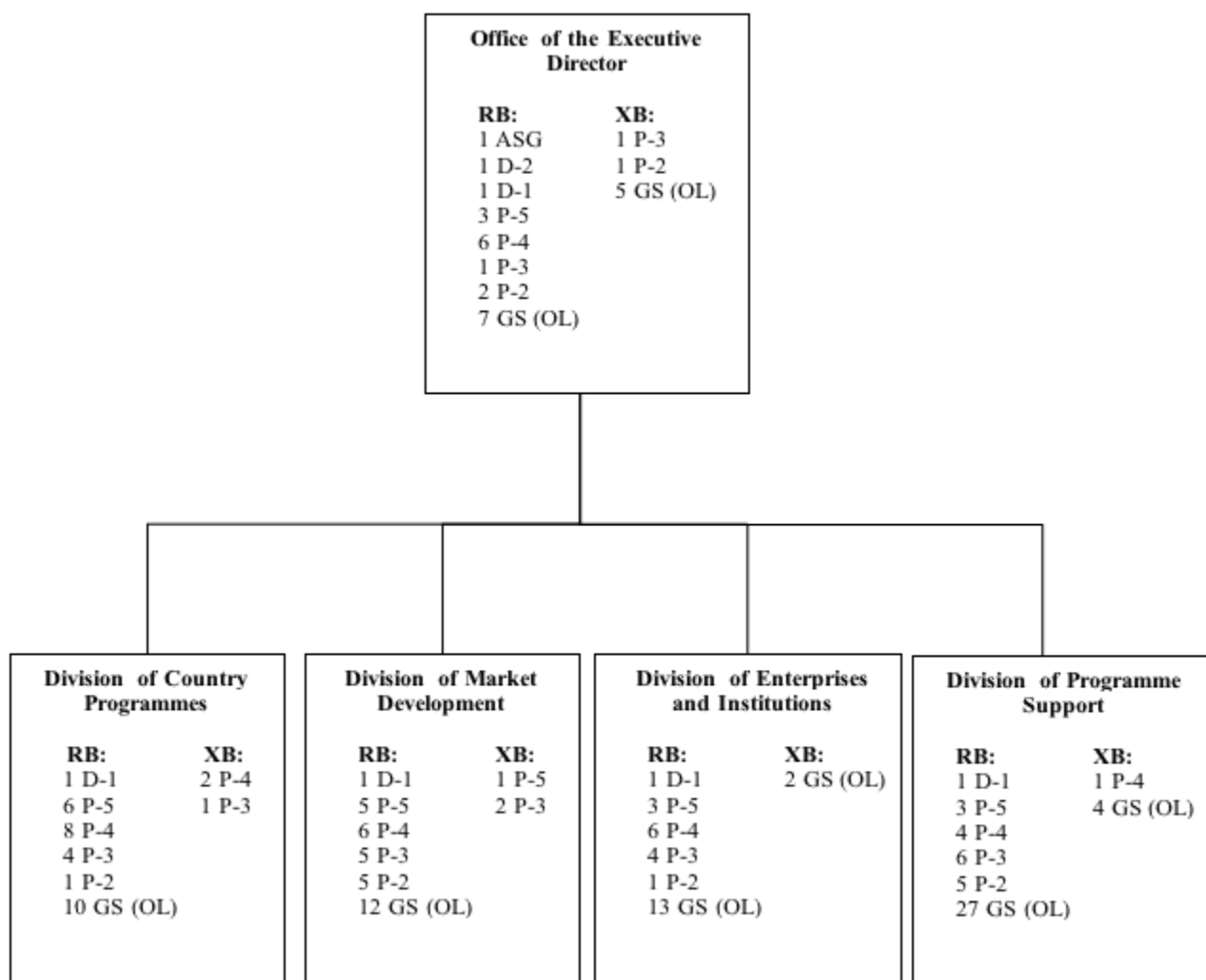
- 13.46 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Centre is integrating environmental management practices into its operations. In 2019, the Geneva-based organizations of the common system improved waste management by treating all waste prior to its entry into the Swiss waste system. The organizations also replaced all cloth hand towel systems in the restrooms with more sanitary, environmentally friendly recyclable paper towels. Fluorescent lights with light-emitting diodes were also installed.
- 13.47 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 13.8. Efforts undertaken by ITC to further enhance the rate of travel compliance include the quarterly dissemination of a newsletter addressed to all ITC personnel that provides the actual compliance rates and the category of non-compliance justifications broken down by division. Training at ITC also highlights the policy so that any ITC staff raising travel requests are fully aware of the advance booking policy. Since 2020, divisional directors have been provided with details of individual staff compliance rates twice a year, with a ranking from the least to the most compliant. Additionally, measures have been put in place to document more clearly, in the enterprise resource planning system or otherwise, when non-compliance is due to factors beyond ITC control. Efforts have been made to receive confirmations and collect the required details for travel earlier, and ITC will continue to undertake all of these efforts, as they have shown steady and progressive results.

Table 13.8
Compliance rate
 (Percentage)

| | <i>Actual 2019</i> | <i>Actual 2020</i> | <i>Planned 2021</i> | <i>Planned 2022</i> |
|--|--------------------|--------------------|---------------------|---------------------|
| Timely submission of documentation | 100 | 100 | 100 | 100 |
| Air tickets purchased at least 2 weeks before the commencement of travel | 39 | 39 | 100 | 100 |

Annex I

Organizational structure and post distribution for 2022



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); RB, regular budget; XB, extrabudgetary.

Note: RB posts refers to ITC full regular budget posts, which are not part of the proposed United Nations regular budget staffing table.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation

Action taken to implement the recommendation

Board of Auditors

(A/75/5 (Vol. III)), chap. II

The Board recommends that ITC undertake a review of its operational reserve requirements and progressively augment its operating reserves in line with evolving operational needs (para. 20).

The Board recommends that ITC should have a well-documented and adequately tested business continuity plan to effectively mitigate risks of work interruptions posed by disruptive events (para. 26).

The Board reiterates its previous audit recommendation regarding the selection of consultants and individual contractors through a competitive process and further recommends that ITC establish a more rigorous formal selection process for consultants and individual contractors with annual consultancy fees exceeding a suitable threshold, along with an ex-post review of contracts annually in all cases by ITC management (para. 35).

The Board recommends that ITC consider setting specific timelines for its entire staff to complete mandatory training (para. 43).

The Board recommends that ITC clearly include a provision for completing mandatory training for consultants, individual contractors and implementing partners in their contracts and monitor implementation by hiring managers or programme managers (para. 45).

ITC is working with the Office of the Controller to address this recommendation. Pending the issuance of a revised administrative instruction on technical cooperation, ITC proposed that the level of operating reserves continue to grow through using the residual balances from closed projects and interest earned that ITC is allowed to keep.

ITC is updating the business continuity plan documentation, procedures and continuity of core business systems to include achievements and lessons learned from the coronavirus disease (COVID-19) pandemic.

ITC is implementing the following action points:

(a) Where hiring is decentralized to project managers, it is ensuring that justification for hiring is clearly substantiated, including with reasons for not selecting the two other candidates who were not hired;

(b) For contracts above a certain threshold to be decided by senior management, the Certifying Officer/ Section Chief and Human Resources undertake a review of the suitability and capabilities of the consultant. This can include asking for reference checks or informal interviews with the proposed candidate;

(c) Senior management is to undertake an annual review of consultants and individual contractors, including contracts issued, geographical diversity, fees and performance.

ITC is ensuring that all new staff complete their mandatory training within six months of arrival and others by a date to be agreed upon by senior management.

ITC section chiefs ensure that mandatory training of consultants and individual contractors is completed by a date to be agreed by senior management. The completion of mandatory training is a precondition for the renewal of contracts.

The Board recommends that ITC consider putting in place clear accountability mechanisms at all levels to ensure improved compliance with the advance ticket purchase policy (para. 54).

The Board recommends that ITC consider establishing standard operating procedures for a formal ex-post review by Central Support Services to oversee compliance with organizational rules governing low-value acquisitions and to take follow-up action. As part of the ex-post review, it should be considered whether services procured for fulfilling mandates were cost-effective (para. 59).

The Board recommends that ITC enforce accountability at all levels for the completion of high-quality project completion reports within the prescribed period of three months, as well as timely implementation of the recommendations in the annual evaluation synthesis report in accordance with agreed timelines reflected in the management response (para. 66).

The Board recommends that ITC incorporate specific timelines into its project management guidelines for completing the financial closure of a project after its operational closure (para. 73).

The Board reiterates its recommendation that ITC adhere to the provisions of the grant memorandum of understanding template, in particular conditionality for payment in the case of projects with training components (para. 78).

ITC recognizes the need to put in place a more rigorous framework to ensure the completion of mandatory training for staff, consultants and individual contractors. Senior management will review compliance rates for the completion of mandatory training on a biannual basis. ITC will update its policy to specify the training courses for implementing partners.

ITC is ensuring improved compliance with the advance ticket purchase policy by putting in place clear accountability mechanisms in this regard. Consideration is given to documenting more clearly, in the enterprise resource planning system (Umoja) or otherwise, when non-compliance is due to factors beyond the control of ITC. Standards for the justification of cases of non-compliance by ITC will be developed.

ITC Central Support Services oversees compliance with organizational rules governing low-value procurements, with the oversight of the Senior Management Committee. ITC will have written standard operating procedures that will include an annual report of findings and a memorandum to managers when identifying instances of splitting orders to circumvent the procurement process. ITC will also review its administrative instructions and adjust them to include clearer wording on restrictions.

Action points include biannual follow-up on the completion of project completion reports and evaluation recommendations by the Independent Evaluation Unit, regular training sessions and annual “lessons learned” meetings to emphasize the requirement for high-quality project completion reports and the implementation of the Unit’s recommendations.

The timelines for both operational and financial project closures will be specified and automated in the ITC project portal.

ITC is implementing the recommendation by taking the following actions: (a) revising the grant template to define more clearly the requirements that are incumbent upon a grantee with regard to documentation, deliverables and the selection criteria for trainees; and (b) implementing a checklist that certifying officers will be required to complete before making final payments to grantees, in order to ensure that the required review of deliverables has been undertaken, as well as the necessary documentation provided.

(A/74/5 (Vol. III) and A/74/5 (Vol. III)/Corr.1, chap. II)

The Board reiterates its recommendation that ITC select consultants through a competitive process, ensure that the consultants are not engaged for work of generic or routine nature and clearly define the tangible outputs for each assignment in the terms of reference and maintain proper documentation in case of exceptions (para. 24).

Please see above the action taken to implement the recommendation made by the Board in paragraph 35 of [A/75/5 \(Vol. III\)](#).

The Board reiterates its previous recommendation that ITC ensure appropriate internal controls to avoid awarding contracts at fees higher than the maximum fee associated with the particular level (para. 29).

Please see above the action taken to implement the recommendation made by the Board in paragraph 35 of [A/75/5 \(Vol. III\)](#).

The Board recommends that ITC ensure that all the mandatory training courses are completed by staff members in compliance with the instruction in force (para. 33).

Please see above the action taken to implement the recommendations made by the Board in paragraphs 43 and 45 of [A/75/5 \(Vol. III\)](#).

The Board reiterates its previous recommendation that ITC track reasons for non-compliance with the 21-day window for travel in ITC and monitor closely to ensure better compliance (para. 40).

Please see above the action taken to implement the recommendation made by the Board in paragraph 54 of [A/75/5 \(Vol. III\)](#).

The Board recommends that ITC incorporate the standard provisions in all memorandums of understanding, in particular, conditionality for payment in the case of projects with training components. The Board also recommends that ITC consider incorporation of the provision linking the future relationship with a grantee to timely submission of a long-term impact report to the satisfaction of ITC (para. 48).

Please see above the action taken to implement the recommendation made by the Board in paragraph 78 of [A/75/5 \(Vol. III\)](#).

The Board recommends that ITC review the project completion reports of all projects and ensure that they are completed within the prescribed time and uploaded on the project portal. The Board also recommends that ITC appropriately follow up the suggestions made in the evaluation reports, including project completion reports (para. 55).

Please see above the action taken to implement the recommendation made by the Board in paragraph 66 of [A/75/5 \(Vol. III\)](#).

The Board recommends that ITC consider assessing the long-term sustainability of the results achieved under various projects (para. 63).

In 2020, the Independent Evaluation Unit undertook a systematic assessment of the sustainability of the results for projects that had ended three or four years earlier, based on a methodology that was developed in 2019 in response to this recommendation. ITC plans to repeat such assessments on an annual basis, with full ITC regular budget resources dedicated to evaluations.

A/73/5 (Vol. III), chap. II.

The Board recommends that ITC select consultants through a competitive process (para. 58).

Please see above the action taken to implement the recommendation made by the Board in paragraph 35 of [A/75/5 \(Vol. III\)](#).

The Board recommends that ITC apply adequate checks and controls to avoid awarding contracts at fees higher than the maximum fee associated with a particular level (para. 62).

Please see above the action taken to implement the recommendation made by the Board in paragraph 35 of [A/75/5 \(Vol. III\)](#).

A/72/5 (Vol. III), chap. II.

The Board recommends that ITC operationalize its independent Oversight Committee to strengthen its internal control mechanisms (para. 59).

ITC will assess the existing oversight mechanisms and, if required, propose changes for control and governance responsibilities, all of which would be documented.

The Board recommends that ITC select consultants through a competitive process (para. 65).

Please see above the action taken to implement the recommendation made by the Board in paragraph 35 of [A/75/5 \(Vol. III\)](#).

The Board recommends that ITC (a) select consultants through a competitive process, and (b) avoid using consultants for the performance of generic tasks (para. 69).

Please see above the action taken to implement the recommendation made by the Board in paragraph 35 of [A/75/5 \(Vol. III\)](#).

The Board recommended that ITC adhere to the 16-day clause for advance travel planning to reduce travel expenditure and avoid frequent rescheduling and cancellation of tickets (para. 83).

Please see above the action taken to implement the recommendation made by the Board in paragraph 54 of [A/75/5 \(Vol. III\)](#).

Advisory Committee on Administrative and Budgetary Questions

[A/75/7](#) and [A/75/7/Corr.1](#)

While the Advisory Committee understands that the United Nations share of the ITC regular budget is budgeted and reported in financial statements under grants and contributions, it is of the view that information on expenditures, by object of expenditure, should be provided for the full budget of ITC in the context of future budget submissions (para. IV.60).

The 2020 expenditures by object of expenditure for the full budget of ITC will be provided in the supplementary information for the 2022 proposed programme budget.

The Advisory Committee trusts that the recruitment for the aforementioned D-1 post will be completed as soon as possible and that updated information will be provided to the General Assembly at the time of its consideration of the present report (para. IV.62).

Recruitment is under way and updated information will be provided to the General Assembly at the time of its consideration of the present report.

The Advisory Committee trusts that ITC will implement the recommendations of the Board of Auditors expeditiously (para. IV.67).

Actions taken to implement all open Board of Auditors recommendations are included in the present annex (see above).
