

Trade and Development Board, fifty-ninth session
Geneva, 17–28 September 2012

**Item 12: Matters requiring action by the Board
in the follow-up to the thirteenth
session of the Conference**

**Statement by the Deputy Secretary-General
of UNCTAD**

Friday, 21 September 2012

*Not checked against delivery **

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**Trade and Development Board
Fifty-ninth session**

Item 12 of the agenda
Matters requiring action by the Board in the follow-up to the
thirteenth session of the Conference
21 September 2012

Statement by Deputy Secretary-General of UNCTAD

AS PREPARED FOR DELIVERY

Mr. President,
Distinguished Delegates,
Excellencies,
Ladies and Gentlemen,

It is a pleasure for me to open the deliberations on item 12 of the TDB's agenda, covering matters requiring action by the Board in the follow-up to the thirteenth session of the Conference. As decided at the UNCTAD XIII Conference in Doha, this agenda item provides an opportunity to take up the discussions on strengthening the management and administration of UNCTAD as part of the follow-up to the JIU report on the same subject.

In this regard, at the 26th Special Session of the Trade and Development Board, member States requested the Secretariat to draft a detailed costed work plan for further improving the management and administration of UNCTAD, for consideration by member States at the 59th session of the TDB.

In response to this request, the Secretariat began a process of internal consultations to analyze our existing management and administration processes in the areas highlighted by member States, with a view to identifying what improvements could be made. For example,

we have been in touch with other UN Agencies, such as WHO, ILO, UNESCO and UNICEF, to compare their integrated RBM frameworks. The Work Plan before you is the outcome of these initial consultations. Taking into account the JIU Report, the UNCTAD Management Response, as well as the elements raised by the member States at the 26th Special Session, the work plan focuses on seven specific areas:

1. An integrated results-based management framework;
2. Enhanced monitoring and evaluation capacity;
3. Enhanced outreach and communications, including with the Geneva-based missions;
4. Enhanced coordination of activities internally and externally, including through improved processes and procedures;
5. Equitable geographic and gender representation, underpinned by a transparent and effective human resources management;
6. An effective fundraising strategy; and
7. The possibility of the establishment of a non-earmarked trust fund.

In each of these areas, we have identified measures that the Secretariat could implement to strengthen our performance. Where necessary, we have distinguished those measures that can be carried out within existing resources, and those whose implementation would require additional financing. As requested by the membership, we have also proposed timelines for the implementation of these measures.

Allow me therefore to briefly outline some of the measures that we have identified in each of these areas, beginning with the area of **results-based management**.

As some of you are aware, UNCTAD has been conducting its work using a results-based approach since 2002. Through their participation in the Working Party, member States regularly provide inputs to the formulation of our logical framework and its performance indicators. Yet, there remains scope for enhancing and harmonizing the logical framework and work plans of UNCTAD and of each division, and ensuring the effective operationalization of said framework. We therefore propose to develop a better integrated RBM framework for UNCTAD, grounded in the UN Secretariat rules applicable to us. As I have mentioned earlier, we have already started work in this direction, through a desk review of existing practices internally and externally, and discussions with colleagues in other international organizations that have developed their own RBM frameworks. We plan to have a document outlining an improved and better integrated RBM framework ready before the end of 2012.

In the area of **monitoring and evaluation**, there is a need to strengthen our capacities, as well as to better use the knowledge generated by our monitoring and evaluation activities to feed into continuous improvement of UNCTAD's performance. In order to make progress in this area, we plan to establish a tracking mechanism to follow-up on recommendations of past evaluations, as well as a mechanism dedicated to promoting lessons-learned. We also need to strengthen the dissemination of the evaluation reports, and we are already making progress in this regard. For instance, a more comprehensive report on evaluation findings from 2011 was recently presented to the Working Party on technical cooperation earlier this month.

Beyond these measures, we should also strengthen the self-assessment capacities and frameworks of all the Divisions in the

Secretariat, including through targeted training. Doing so, however, would require additional resources. Similarly, it should be noted that expanding the scope and number of evaluations carried out annually would have financial implications.

In the area of **outreach and communications**, including with Geneva-based Missions, we have already made progress in a number of areas. In addition to the regular written and electronic communications with all stakeholders, information is readily available on the new website, including its technical cooperation portal. Furthermore, we have made efforts to improve the presentation of our information, and to deliver more targeted products. With a view to further strengthening our outreach to member States, we plan to put in place a Delegates' Portal on the website. In addition, we propose to organize targeted briefings for new Ambassadors, and we stand ready to study any other suggestions you may have on how we may be of better service to the Geneva-based missions.

The Work Plan also identifies some additional measures, such as the use of a media-monitoring tool to collect web and media coverage statistics, or the increased outreach at the regional and national levels, which could be carried out with additional resources.

With regard to **enhanced internal and external coordination** of activities, we found that the various existing structures for coordination, such as the Doha Mandate Coordinating Committee, inter-divisional task forces and working groups for specific deliverables, and of course, the Inter-Agency Cluster on Trade and Productive Capacities, do not need to be supplemented by additional structures. There may be scope for improving their utilization. It should be noted, however, that further

developing UNCTAD's leadership in the Inter-Agency Cluster on Trade and Productive Capacity will require dedicated resources.

We have also made efforts to identify how best to address the elements raised by member States with regard to UNCTAD's **human resources management**. On this point, I wish to reiterate that we are fully compliant with the applicable United Nations Secretariat rules and procedures on staff selection, and we will continue to be. However, it is clear that there is room for improvement in meeting the time targets for recruitment processes. Here we have already initiated remedial actions through a re-organization of our Human Resources Management Section, which more clearly defines responsibilities for recruitment and selection, and which provides dedicated support to this subject. We also plan to identify best practices in other departments of the United Nations Secretariat on how best to expedite recruitment and selection processes, so as to replicate them in UNCTAD.

We have also given due consideration to the concerns of member States about equitable geographic and gender representation in UNCTAD. In this context, I would like to clarify that UNCTAD is part of the system of desirable ranges applied to the *whole* of the United Nations Secretariat. In the most recent update of this system, the Group of Western European and Other States has the largest number of under-represented countries, even though this Group is best represented in UNCTAD. However, we will do our best to achieve a better balance in this regard. In fact, we have already identified actions within our purview and started to work on them, including enlarging the pool of qualified applicants for UNCTAD posts, for example through reaching out to professional networks, academia and member States, and enhancing the role of the Focal Point for Women through ensuring a more robust participation in professional

selection processes. Several delegations have expressed their wish to assist in reaching out to a larger pool of candidates for UNCTAD vacancies, which should also contribute to the transparency of selection processes. We welcome this suggestion and we are putting some mechanisms in place to improve our outreach, including through Geneva-based missions. For instance, a monthly email that provides information on vacancy announcements could be sent to interested delegations.

As we have indicated in the work plan, the secretariat will provide regular updates on human resources-related indicators, starting with the sixty-third session of the Working Party in November this year.

Let me now turn to the issues of the fundraising strategy and the non-earmarked trust fund. As outlined in our Management Response, the adoption of an **effective fundraising strategy** and the creation of a **non-earmarked trust fund** would constitute further steps in the Secretariat's efforts to strengthen the coordination of our technical cooperation activities. We therefore welcome both proposals and aim for a first draft of the fundraising strategy to be ready for consideration before the end of the year. A proposal for a non-earmarked trust fund could be considered at the same time.

Ladies and Gentlemen,

The work plan does not represent an exhaustive list or a finite set of actions that the secretariat will undertake in enhancing the management and administration of UNCTAD. For any plan to lead towards its stated goals, it will have to evolve and adapt to the changing environment as appropriate. The senior management team and I will be monitoring closely, on a regular basis, our progress towards these

outcomes, and adopting remedial actions as needed, within our discretion as programme managers. Of course, the secretariat stands ready to provide periodic updates on progress made in all of these areas.

Ladies and Gentlemen,

While the Secretary-General and myself will actively lead and oversee all actions aimed at strengthening this organization, and the secretariat is committed to the implementation of this work plan, we cannot do it on our own. Your support will be crucial in strengthening the effectiveness of UNCTAD.

For instance, while we will endeavour to further enhance our outreach and communications, particularly to you, our Geneva-based constituents, we count on your cooperation in also ensuring the effectiveness of such communications to your capitals.

In addition, as we have indicated in the work plan, the full implementation of some of the activities identified will require extra-budgetary resources in order to not impact adversely on activities that have already been programmed for the 2012-2013 biennium. I hope that we can count on your support.

Ladies and Gentlemen,

Through the outcomes and actions that we have presented in my statement today and in the work plan, the secretariat endeavours to build upon the momentum of internal enhancements initiated over recent years,

to further strengthen the efficiency, accountability and impact of UNCTAD's work.

I believe that this is a goal that we share, and I look forward to a constructive discussion towards this objective.

Thank you very much.