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**Programme planning**

## **Programme performance report of the United Nations for the biennium 2010-2011**

**Report of the Secretary-General**

**EXTRACT - Section 12 (Trade and development)**

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\* A/67/50.



## IV. Programme performance by section of the programme budget

### Section 12 Trade and development

#### Highlights of programme results

UNCTAD research and policy recommendations, particularly through flagship publications, focused on the weakened global recovery and the policy challenges posed, especially for trade and development. During the sessions of the Trade and Development Board in 2010 and 2011, member States acknowledged the usefulness of its publications in improving understanding and advancing the debate on alternative policy options in areas such as employment creation, investment, South-South cooperation, renewable energy, international production and industrial development. Expert group meetings, as well as other stakeholder conferences and forums organized in Geneva and elsewhere, including the Global Commodities Forum, the Debt Management Conference, the World Investment Forum, the public symposium and the Sixth United Nations Conference to Review All Aspects of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices have been well attended. UNCTAD also enjoyed prominence at many important international gatherings, in particular at the Fourth United Nations Conference on the Least Developed Countries in Turkey in 2011. The Istanbul Programme of Action strongly argues for the strengthening of productive capacities, which is a concept that emanates directly from UNCTAD. UNCTAD strengthened its work on South-South cooperation and gender and development during the biennium, with new well-received work programmes, which, through UNCTAD's three pillars of work, contributed towards: (a) promoting effective South-South integration and cooperation, including triangular cooperation; and (b) addressing specific trade, gender and development-related issues. UNCTAD's capacity-building technical assistance in trade policy, trade negotiations and related areas helped developing countries to enhance their policy frameworks and their participation in regional and multilateral trade negotiations.

#### Challenges and lessons learned

In the wake of the global economic crises, many developing countries are increasingly interested in exploring alternative development pathways, but this requires a more complex type of engagement, which is highly adapted to local circumstances.

Resource constraints are an ongoing challenge for UNCTAD, as they are for the rest of the United Nations system, and the world economy more generally.

### **Output implementation rate**

318. The above-cited results are based on the implementation of 92 per cent of 1,124 mandated, quantifiable outputs. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2010-2011 (A/64/6 (Sect. 12)).

### **Executive direction and management**

#### *(a) Increased recognition by member States of the relevance of the work of UNCTAD*

319. A number of important ideas emerged from the discussions within the intergovernmental machinery, for example the significance of developing productive capacities, the role of the State and the need for renewed focus on agriculture. Efforts were made throughout the biennium to achieve more reactive intergovernmental machinery through the discussion of topical and emerging issues such as: the global economic crisis and the necessary policy response; recovery from the crisis; food security; the situation in Haiti; and multi-stakeholder meetings on cotton and coffee. The relevance of UNCTAD was enhanced by its greater participation in the broader United Nations processes and also by increased involvement by different stakeholders, including through two public symposiums and the annual Global Commodities Forum.

#### *(b) Mandates are effectively implemented*

320. Member States expressed appreciation to UNCTAD for, inter alia, its work in promoting the development-friendly integration of developing countries into the world economy, its major engagement in science, technology and innovation and its involvement in drafting the Principles for Responsible Agricultural Investment that Respects Rights, Livelihoods and Resources. In its ongoing implementation of the Accra Accord, delegates encouraged UNCTAD to continue its efforts to rethink economic development paths and economic development models. Overall, member States noted with satisfaction the progress made thus far on the implementation of the recommendations from external evaluations that they had mandated and encouraged the secretariat to continue its efforts to that end.

#### *(c) Improvement in the mainstreaming of a gender perspective in the work of UNCTAD*

321. UNCTAD strengthened its efforts to mainstream a gender perspective into its work and conducted 18 specific activities on trade, gender and development. In 2010, UNCTAD launched two projects on mainstreaming gender in trade policy, held the second Women in Business Awards and actively participated in the first International Conference and Exhibition on Women and Trade, organized in Teheran by the Iranian Chamber of Commerce, Industries and Mines. In 2011, among other activities, UNCTAD published two case studies on trade and gender in Bhutan and Cape Verde, held a national workshop in Bhutan to present the country study and share methodology and research approaches with government officials and held a workshop in Indonesia to strengthen capacities of women in post-conflict situations as part of its Bio Trade initiative.

#### *(d) Programme of work is effectively managed*

322. UNCTAD delivered 94 per cent of the planned outputs for the 2010-2011 biennium, exceeding the target of 91 per cent, using 100 per cent of the funds available, in accordance with established United Nations policies and procedures. In the delivery of its planned outputs, UNCTAD, through its three pillars, has addressed emerging issues and long-standing problems in the area of trade and development. In particular, the global economic crisis continued to feature prominently in UNCTAD's work in 2010-2011, as policymakers tried to find a way forward to new and more sustainable development paths. At a review of UNCTAD's implementation of its mandates in September 2010, member States expressed satisfaction with its work to date.

*(e) Timely recruitment and placement of staff*

323. The average number of days taken for the recruitment process in the biennium 2010-2011 was higher than the set target. This can be explained by the already existing backlog of cases initiated in previous years and by the introduction of Inspira, which initially generated some logistical bottlenecks and took time for various stakeholders to become fully familiar with. UNCTAD has maintained mechanisms in place to monitor the recruitment process and to provide dedicated attention to this area, and it expects that improvements will be achieved in the next biennium.

*(f) Improved geographical representation and gender balance of staff*

324. At the end of the biennium 2010-2011, the target of recruitment from unrepresented and underrepresented member States had been achieved (52 per cent as compared to the target of 8 per cent). The target for gender balance of staff was not achieved, however, and as at 31 December 2011 the percentage of female staff in the Professional and higher categories was 31.7 per cent as opposed to the target of 50 per cent. The overall performance in the latter area was affected by the contractual reform of July 2009, which was not appropriately captured in the baseline. UNCTAD continues to strive for improvement in both areas, and to that end it has taken remedial measures, including improving outreach, particularly for senior-level posts, as well as strengthening the oversight role of the departmental focal points for women and the Secretary-General of UNCTAD in the selection processes. Improvement was reported in both areas in 2011.

*(g) Increased timeliness of submission of documentation*

325. In 2010-2011, the secretariat continued its positive trend of improving the timely submission of pre-session documents, with about 95 per cent of documents for meetings held during the biennium submitted on time. Following the twelfth United Nations Conference on Trade and Development in 2008, progress was made in increasing the timeliness of submission of pre-session documents for translation. Measures taken include a more rigorous system of monitoring submission dates by the UNCTAD Documents Management Section, and better collaboration among all concerned, author divisions, the clearance process and documents management. This positive trend is expected to continue in the next biennium.

**Subprogramme 1  
Globalization, interdependence and development**

- (a) *Contribute within its mandate to increased understanding of the global economic environment and of policy choices at the national and international levels, including with respect to South-South cooperation, as a complement to North-South trade and economic cooperation, as a result of policy advocacy (Accra Accord, paras. 36-39, 42 and 43)*

326. The analysis and policy recommendations on this accomplishment were extensively discussed at the fifty-seventh and fifty-eighth sessions of the Trade and Development Board. At those sessions, 45 member States acknowledged the usefulness of the annual *Trade and Development Report* in improving understanding of the relationship between employment and macroeconomic policies and the post-crisis policy challenges in the world economy. Commending the research and analysis on the causes and impacts of and the proposed policy responses to the global crises, delegations considered them to be of high quality, relevant and useful in the formulation of development strategies for developing countries coping with the crises. This ensured a place for UNCTAD policy options in the economic agenda worldwide. UNCTAD continued playing an important role in consensus-building regarding global interdependence and development.

- (b) *Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development finance strategies and effective debt management (Accra Accord, para. 40)*

327. With approximately 19 endorsements of the policy recommendations of the Debt and Development Finance Branch at the sessions of the Trade and Development Board and in the international press, the Branch exceeded its interim achievement goals, owing, partly, to its timely response to the impact of the world financial and economic crisis on developing countries. The work of the Branch is complemented by two projects financed by the Development Account that deal with advanced risk management tools for climate change and exogenous shocks and the establishment of asset-liability management techniques in debt management offices. The UNCTAD debt management financial analysis system is used by 90 institutions in 58 countries, which rely on it for the day-to-day management of their debt. During the biennium, 21 new projects for current client countries and user institutions of the debt management system were signed. Overall more than 200 capacity-building missions took place, benefiting more than 1,000 officials.

- (c) *Improved empirical and reliable and timely statistics for decision-making at the national and international levels on economic policies and development strategies, including on South-South cooperation (Accra Accord, paras. 36 (e) and 43)*

328. Dissemination and the release of statistics to external users was improved through the provision of data through the Internet, while the printed and CD-ROM versions of the *UNCTAD Handbook of Statistics* were also provided. All of UNCTAD's statistical databases were harmonized and integrated into one single dissemination platform, UNCTADstat, which covers 11 statistical themes for individual economies and 100 groupings and provides access to 144 indicators. For the first time, UNCTAD issued a comprehensive merchandise trade matrix designed to better assess the flows between developing countries, including those which do not report official data. In response to the invitation by the General Assembly to

observe the World Statistics Day on 20 October 2010, UNCTAD took the initiative of organizing a conference entitled “Measuring a Globalized World: the Geneva Contribution”, which raised public awareness about official statistics and their value.

- (d) *Improved policy and institutional capacities, and enhanced international cooperation for the recovery and sustained development of the Palestinian economy (Accra Accord, para. 44)*

329. UNCTAD continued its research and policy analysis on the economy of the occupied Palestinian territory; 12 Palestinian development initiatives and institutions benefited from its research findings, recommendations and technical cooperation activities. At the fifty-seventh and fifty-eighth sessions of the Trade and Development Board, consensus was reached on the relevance of the organization’s work on assisting the Palestinian people. Two reports on UNCTAD assistance to the Palestinian people (TD/B/57/4 and TD/B/58/4) were commended by almost all delegates who made statements on this item at the two annual board meetings. The delegates praised UNCTAD for its high-quality research and analysis, and for the relevant technical cooperation activities. Delegations were encouraged by the findings of the external evaluation that the UNCTAD Assistance to the Palestinian People Unit had achieved results despite adverse field conditions.

## **Subprogramme 2**

### **Investment and enterprise**

- (a) *Increased understanding of various key public and private investment issues and of the impact of foreign direct investment (FDI) on development, as well as of related policies that could promote development gains from FDI (Accra Accord, paras. 147 and 169)*

330. The *World Investment Report 2011* analyses how FDI and related technology can be leveraged to support the transition of developing countries to a low carbon economy. The relevance of the theme and its contribution to a better understanding of the impact of FDI on development was underlined during the fifty-seventh session of the Trade and Development Board and at other high-level international events. Three months after its official launch, the report had already been downloaded 71,500 times in 152 different countries. An analysis of the composition of the downloads showed its relevance for policymakers and for academia and research centres, which represented above 50 per cent of the recorded downloads. In addition to the *World Investment Report*, the Division on Investment and Enterprise launched two new core products, the *Global Investment Trends Monitor* and the *Investment Policy Monitor*, which provide timely, e-based quarterly overview and analysis on international investment and policy developments at the national and international levels.

- (b) *Increased ability to create an environment conducive to attracting and benefiting from investment for development (Accra Accord, paras. 148-150)*

331. Investment policy reviews seek to improve the investment framework, policies and strategies of developing countries in order to allow them to attract higher levels of FDI and derive the largest development gains. In the course of the biennium, investment policy reviews have been completed for Belarus, Burundi, El Salvador,

Guatemala, Mozambique, Sierra Leone and the former Yugoslav Republic of Macedonia. In follow-up to the recommendations made in the reviews, UNCTAD has assisted a dozen developing countries in their implementation. Although the direct impact of such activities is difficult to measure, evidence shows that flows of FDI to a number of countries where policy reviews have been carried out have increased, sometimes very significantly, and that some of those countries have seen their international rankings in terms of business practices improved considerably. Research conducted by UNCTAD reveals that least developed countries in Africa where policy reviews have been carried out tend to display less volatile inflows of FDI than countries where no review has taken place.

- (c) *Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes (Accra Accord, paras. 151 and 153)*

332. The Division strengthened its leading role in backstopping the international investment system through its programme of work, which continued to provide cutting-edge research and policy analysis, including the finalization of seven sequels of the *Investment Advisory Series* on investment for development and two sequels of the *Investment Policy Review* series. Upon request, assistance was provided to regional groups and nine developing countries to help them modernize their treaty content and address the challenges arising from investor-State dispute settlements. In addition, the Division continued to foster the dialogue and consensus-building in international investment agreements through its participation in international conferences and seminars and the development of its e-network of experts, which now counts some 1,500 members.

- (d) *Enhanced understanding and capacity to develop policies aiming at:*  
 (i) *stimulating enterprise development and business facilitation;*  
 (ii) *establishing a sound and internationally recognized accounting and reporting framework;* (iii) *establishing competitive and well-regulated insurance markets;* and (iv) *increased understanding of instruments and practices regarding corporate social responsibility (Accra Accord, paras. 152, 154-157 and 169)*

333. A new business facilitation website was successfully launched in 2010, aimed at identifying and publicizing good practices and measures to enable the creation and operation of private businesses. As evidenced by the increasing number of requests for its implementation, the e-regulation system is generating intense interest. The International Standards of Accounting and Reporting (ISAR) programme addressed the issue of a “capacity-building framework for high quality reporting”, which brought together 270 national experts, illustrating the relevance of this subject to member States in the post-crisis context. Throughout the biennium, the Division continued to build consensus on the key elements of an entrepreneurship policy framework. The 2010 meeting of the directors of the Empretec programme was attended by the directors of 27 national centres and 2,000 entrepreneurs. The annual Africa Regional Forum promoted a further exchange of best practices among entrepreneurs. In the area of business linkages, the Division continued to respond to the increasing demand for assistance from developing countries and eight business linkage projects are now ongoing.

### **Subprogramme 3 International trade**

- (a) *Strengthened capacities of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including trade in services, and to design and implement trade policies and participate effectively and coherently in bilateral, regional (including South-South) and multilateral trade negotiations, placing greater emphasis on practical solutions (Accra Accord, paras. 89, 90, 94, 95, 97 and 105-107)*

334. UNCTAD's intervention has had a positive impact on strengthening institutional and regulatory capacities in trade-related policies and negotiations in developing countries, as evidenced by the greater number of countries (40) that are estimated to have increased their participation in trade negotiations and the higher number of countries recording improved performance (15). In accordance with the Accra Accord, UNCTAD monitored and assessed the evolution of international trade and the trading system and the impact of economic and financial crisis on development; intensified its comprehensive work on services, trade and development, including through its work on national policy reviews and a multi-year expert meeting on services, development and trade; and scaled up capacity-building support to developing countries and countries with economies in transition, with special focus on the least developed countries, Africa and small and vulnerable economies.

- (b) *Further improve and disseminate analytical tools, such as the Trade and Development Index, and databases and software, such as the Trade Analysis and Information System (TRAINS) or the World Integrated Trade Solution (WITS), contributing to trade and trade-related decision-making, including in addressing the trade and development impact of non-tariff barriers (Accra Accord, paras. 96 and 97)*

335. UNCTAD's trade data and analysis tools, such as the Trade Analysis and Information System (TRAINS) and the World Integrated Trade Solution (WITS), have helped in identifying and addressing market access barriers, trade opportunities and promoting more informed participation in trade negotiations at the multilateral and regional levels. UNCTAD has recorded approximately 40,000 active users of TRAINS and WITS. The new version of WITS was introduced in October 2010. In a related activity, the monitoring and analysis of actions/initiatives taken by member States to reduce or eliminate non-tariff barriers identified at least five such actions/initiatives, including the termination of anti-dumping measures, the easing of import and export licensing requirements and the elimination of export bans.

- (c) *Improved capacity of commodity-dependent developing countries to harness development gains from the current boom in commodity prices and enhanced international cooperation within the mandate of UNCTAD to address trade and development problems associated with the commodity economy, including the food crisis and poverty reduction (Accra Accord, paras. 91-93, 98 and 183)*

336. The progress made in the 2010-2011 biennium is evidenced by: the inception, conduct and results of the first and second sessions of UNCTAD Global Commodities Forum; the organization and successful conduct of the second and



third sessions of annual multi-year expert meeting on commodities and development, including the preparations of the fourth session; and the implementation of the All African, Caribbean and Pacific (ACP) Agricultural Commodities Programme supply chain finance project. Specific policy measures that promoted and improved transparency and accountability in national commodities sectors were adopted by 27 countries, exceeding the target of 10.

- (d) *Created capacities of developing countries and countries with economies in transition to prepare and implement national and regional (including South-South) competition laws and frameworks that reflect prevailing conditions for achieving domestic and international competitiveness, and enhanced international cooperation for better implementation of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices, in particular section F (Accra Accord, paras. 103 and 104)*

337. UNCTAD serviced the Sixth United Nations Conference to Review All Aspects of the United Nations Set of Multilateral Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices in November 2010, and produced a set of recommendations for member States. Technical and capacity-building assistance was provided to developing countries on: (a) competition advocacy; (b) preparation of national competition laws; (c) training of competition case handlers; (d) institution-building, including regional institutions; and (e) consumer protection legislation. Case handlers and other officials and institutions were trained in 10 countries. The Competition and Consumer Protection Policies in Latin America programme contributed to strengthening competition in five Latin American countries. The new African Competition Programme was launched. These activities strengthened capacities of 13 developing countries to implement competition policies and prevent anti-competitive practices.

- (e) *Strengthened capacity of developing countries to formulate and implement mutually supportive trade, environment and sustainable development objectives and to integrate sustainable development objectives in development strategies at all levels (Accra Accord, paras. 99-102 and 105)*

338. UNCTAD continued to provide support to developing countries and countries with economies in transition on market access, the transfer of environmentally sound technology, environmentally preferable products, including organic agriculture, and standards through a number of events in Burundi, Ethiopia, Rwanda, Uganda and the United Republic of Tanzania. As a result of its policy analysis and advice, 40 countries are in the process of developing and implementing policies, plans and normative initiatives and setting up inter-agency mechanisms, with a view to taking advantage of trade and investment opportunities while promoting their sustainable development objectives. UNCTAD has also continued to enhance the Bio Trade initiative, which gives support to the growing market for biodiversity products and services produced in a sustainable manner. A Bio Trade impact assessment has been developed to measure the contribution of the initiative to sustainable development through trade and investment.

#### **Subprogramme 4 Technology and logistics**

- (a) *Improved efficiency of trade logistics of developing countries through, inter alia, strengthening of management of transport operations, coherent transit systems and trade facilitation, development and implementation of appropriate institutional and legal frameworks, and active participation of developing countries in transport and trade facilitation negotiations (Accra Accord, paras. 107 and 164-168)*

339. UNCTAD provided policy advice and technical assistance to address trade facilitation needs, modernize customs procedures and adopt regulatory reforms based on international instruments and standards affecting transport and trade facilitation. The interventions took place in more than 50 countries and regional groupings. As a result, a group of developing countries took 20 new actions to improve transport and transit systems. In addition, 15 countries using the Automated System for Customs Data (ASYCUDA) software reported improvement in the management of customs administration.

- (b) *Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communications technologies, notably to respond to technological changes, implement effective domestic innovation policy, support transfer and diffusion of technology, and strengthen North-South and South-South cooperation in harnessing knowledge and technology for development, including through capacity-building, as agreed in the outcomes of major United Nations conferences and summits (Accra Accord, paras. 153 and 158-161)*

340. As a result of policy advice and assistance by UNCTAD, 23 new actions were taken by developing countries to implement programmes to enhance the contribution of science, technology and innovation, and ICT for development, including: the formulation of a new national science, technology and innovation strategy by the Governments of Ghana and Lesotho following the UNCTAD science, technology and innovation policy reviews; the reconsideration of the institutional arrangements related to science, technology and innovation in Peru, influenced by a similar review; and the production of a number of draft cyberlaws in the countries of the East African Community. In addition, 18 new cooperative initiatives were started at the subregional, regional and international levels in these areas. The figures reveal considerable progress towards the targets for the biennium of 28 new actions and 20 new initiatives. The results have been achieved through a combination of analytical work, policy recommendations and demand-driven capacity-building at national and subregional levels, as well as through expert group and intergovernmental meetings.

- (c) *Enhanced support to the Economic and Social Council Commission on Science and Technology for Development to fulfil its mandates, including the follow-up to the outcomes of the World Summit on Information Society (Accra Accord, paras. 159 and 161)*

341. As evidenced by presentations and reports for the thirteenth session of the Commission on Science and Technology for Development and during the intersessional panel, 10 new measures and initiatives have been adopted at the

national level in line with policy recommendations contained in resolutions of the Economic and Social Council. The results have been achieved through the provision of substantive support to the Commission and by ensuring high-level participation in its sessions and the commitment of its members. High-level participation and commitment has translated into the adoption of two recommended resolutions by the Economic and Social Council, which meets the target for the biennium. Contributions were also made to facilitate policy dialogue and consensus-building at the General Assembly, resulting in the adoption of a resolution on that subject.

(d) *Enhanced knowledge and capacities in developing countries in the areas of trade and investment and interrelated issues, through cross-divisional capacity-building programmes providing research, teaching and training to local institutions in developing countries (Accra Accord, para. 162)*

342. During the biennium, as a result of UNCTAD assistance, 15 initiatives were taken by developing countries to strengthen the capacity of their local institutions in the areas of trade and investment and interrelated issues. Specifically, UNCTAD assisted in the delivery of capacity-building activities for trade practitioners, academics and policymakers, including through a regional training programme on trade-related capacity-building in West Africa, courses provided by the Port Training Programme in countries in Asia, Africa and Latin America, professional development workshops for academics, joint research projects between different universities on trade-related topics and courses on key issues on the international economic agenda.

(e) *Capacity-building in e-tourism (Accra Accord, para. 163)*

343. As evidenced by official statements made during seminars and workshops, as well as official communications from targeted countries, five countries (out of a target of five for the biennium), Benin, Burkina Faso, Guinea, Mali and Mauritania, acknowledged the contribution of the programme to the management and improvement of their tourism sectors. UNCTAD continued to provide: assistance, including technical advice; pedagogical guides and tools; training of over 200 high-level public officials and private stakeholders on e-tourism issues; and support to multi-stakeholder dialogues, in particular through the implementation of national committees, in the five beneficiary countries that reported improvement in the management and promotion of their tourism sector as a result of UNCTAD assistance.

### **Subprogramme 5**

#### **Africa, least developed countries and special programmes**

(a) *Increased range of national and international policy choices to promote African development in the areas of expertise of UNCTAD (Accra Accord, paras. 10, 41 and 195)*

344. The *Economic Development in Africa Report 2010* analysed the growing partnerships between Africa and non-African developing countries while the *Economic Development in Africa Report 2011* analysed the current state of industrial development in Africa and made proposals for a new industrial policy, including a framework for the strategic choice of priority sectors. Both reports were well received in the press as well as by the Trade and Development Board, where 29

endorsements were recorded for the 2010 publication and 25 for the 2011 publication. The Division for Africa, Least Developed Countries and Special Programmes prepared two reports on activities undertaken by UNCTAD in support of Africa, which were presented to the fiftieth and fifty-third sessions of the Board. In addition, UNCTAD established the NEPAD Steering Group to coordinate its support to Africa and ensure that its activities are in line with NEPAD priorities. Efforts were also made to enhance partnerships with African regional organizations, allowing the programme to exploit synergies across organizations and enhance the impact of its activities in Africa.

- (b) *Increased analytical understanding and consensus in the global economy of the development problems of the least developed countries (Accra Accord, paras. 10, 39 (c) and (d), 41, 90 (i), 147 and 184 (b) and (g))*

345. The *Least Developed Countries Report 2010* calls for the creation of a new international development architecture for the least developed countries aimed at supporting a pattern of accelerated economic growth. The *Least Developed Countries Report 2011* argues that the least developed countries need to go beyond carrying on with “business as usual” and to promote inclusive and sustainable development, and it suggests how South-South cooperation could support such a transformational agenda. Several activities to disseminate the findings of the *Least Developed Countries Report* series were undertaken (seminars, presentations, advisory activities and brochures) in order to engage in policy dialogue with policymakers in the least developed countries and their development partners. The world economic crisis has brought heightened scepticism concerning conventional development strategies pursued by the least developed countries and the search for alternative policies has intensified. UNCTAD has responded to this call, and its work has attracted much attention for that reason.

- (c) *Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries (Accra Accord, paras. 90 (i), 212 (d) and 214)*

346. UNCTAD made key advances in assisting nine least developed countries to better integrate trade into their development plans. In particular, UNCTAD finalized the implementation of a national trade policy project in Sierra Leone and assisted Gambia and Mozambique to draft updates to the terms of reference for their Diagnostic Trade Integration Studies. The update of the terms of reference of the study of Gambia has been approved and funded by the secretariat of the Enhanced Integrated Framework, and implementation has been initiated by UNCTAD, together with the Government of Gambia. During the biennium, UNCTAD also organized a regional workshop on trade mainstreaming to assist Government representatives in West and Central Africa to better integrate trade into their national development plans. In addition, consultations on the formulation of tier-2 projects have taken place in Cambodia, the Democratic Republic of the Congo and Sao Tome and Principe, and updating of the terms of reference of the studies of Benin, Chad, Malawi and Senegal are under way. Two draft tier-2 projects have been prepared on trade policy assistance for the Democratic Republic of the Congo and Guinea-Bissau.

- (d) *Greater resilience, through action to reduce handicaps and enhance the diversification of structurally weak, vulnerable and small economies, in particular small island developing States, within the framework of the 2005 Mauritius Strategy (Accra Accord, paras. 10, 36 (d), 90 and 212 (h))*

347. UNCTAD support to small island developing States before, during and after the process of graduation from least developed country status, is unique in the United Nations system (four countries, with a target of five for the biennium). On 1 January 2011, Maldives was officially taken off the United Nations list of least developed countries. UNCTAD had been providing the Government of Maldives with technical assistance in order to secure a smooth transition, and the Government recently stated that UNCTAD was the only organization in the United Nations system to have helped it through the graduation process. UNCTAD will continue to monitor the challenges faced by Maldives, and to advise national authorities during the transitional period since the country has a continuing need for special treatment. Cape Verde, Samoa and Vanuatu are being similarly supported.

- (e) *Improvement in the effective participation of landlocked developing countries in the global trading system and foreign direct investment flows owing to analytical work, advisory services and technical cooperation undertaken within the framework of the Almaty Programme of Action (Accra Accord, paras. 10, 36 (d), 41, 107, 146, 165 and 212 (g))*

348. Landlocked developing countries have been supported within the framework of the Almaty Programme of Action, notably in the area of trade facilitation, and through regular inputs to the annual report of the Secretary-General on landlocked developing countries. UNCTAD continues to support the ongoing tripartite negotiations between China, Mongolia and the Russian Federation on a transit traffic agreement. In addition, a technical assistance initiative aimed at enhancing the capacities of landlocked developing countries to attract FDI commenced in mid-2011. Initial activities, including fact-finding missions to Bhutan, Burkina Faso and Mali, have stimulated a process of self-reflection in those countries on appropriate Government policies and measures to improve national capacities to attract FDI. The discussions also assisted national efforts to build up requisite institutional capacities and familiarized the responsible Government officials with international best practices and issues at stake. The publication of investment guides for project countries is expected for 2012.