



General Assembly

Distr.: General
25 March 2022

Original: English

Seventy-seventh session

Items 139 and 140 of the preliminary list*

Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

Part IV

International cooperation for development

Section 12

Trade and development

Programme 10

Trade and development

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* A/77/50.

** 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.



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*** 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 2023 programme plan of the United Nations Conference on Trade and Development (UNCTAD) is unique for three reasons. First, because of its urgency – being, as we are, in a divergent recovery from the coronavirus disease (COVID-19) pandemic, one that is risking another lost decade in much of the developing world. Second, because it follows our fifteenth ministerial conference, whose bold outcome document – the Bridgetown Covenant – strengthens the UNCTAD mandate and asks us to break new ground. And third, because it is my first programme plan as UNCTAD Secretary-General, a post to which I have vowed to bring renewed vision, effort and purpose.

This is therefore an ambitious document. It details how we seek to revitalize our three pillars of work, across all our divisions, to support member States' ambition of a post-pandemic world that it is up for the challenge to meet the goals of the 2030 Agenda for Sustainable Development and more resilient for future crises.

This implies closer and more cross-cutting coordination with the United Nations system, of which we are the focal point for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. As part of the Bridgetown Covenant, we also need to include the areas of gender and environment and climate change under an integrated framework from a new development perspective.

Tackling old problems from new angles and novel issues through time-tested tools, I will lead UNCTAD in this undertaking, under the conviction that our most important work remains ahead of us. That much, indeed, depends on our collective effort.

(Signed) Rebeca **Grynspan**
Secretary-General
United Nations Conference on Trade and Development

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 12.1 The United Nations Conference on Trade and Development (UNCTAD) is responsible for assisting developing countries in integrating beneficially into the global economy in support of inclusive, resilient and sustainable growth and development. This task is now more critical than ever, in the light of the highly regressive impact of the coronavirus disease (COVID-19) pandemic crisis both within and among countries, as highlighted by the Bridgetown Covenant – the outcome document of the fifteenth quadrennial session of UNCTAD. The Covenant contains calls for UNCTAD to contribute to the coordinated international dialogue on COVID-19 response and recovery measures to counter the negative impact of the pandemic on the global economy and trade, to help developing countries to transform their economies through diversification, sustainability and resilience, to transform how development is financed, and to strengthen multilateralism. Special attention is called for the least developed countries, landlocked developing countries, small island developing States, African countries, other structurally weak, vulnerable and small economies, and countries in conflict and post-conflict situations, while also taking account of the challenges of middle-income countries and countries with economies in transition. The Covenant also contains a reaffirmation of the UNCTAD role as the focal point within the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. In the face of a complex set of global challenges (e.g., growing inequality and vulnerabilities, including high debt levels; accelerating climate change and continuing environmental degradation; and the widening digital divide), UNCTAD will support countries in building a fairer, more equitable, resilient, inclusive, just and sustainable world, that is, a world of shared prosperity. It will also give account to a number of essential underlying issues, most notably respect for human rights, including gender equality.

Strategy and external factors for 2023

- 12.2 The COVID-19 pandemic has had a strong impact on the work of UNCTAD. As suggested in the Bridgetown Covenant, securing an inclusive global recovery from the pandemic forms the basis of the UNCTAD goals to revitalize its three interrelated pillars of work: (a) conducting high-quality and evidence-based research and policy analysis that feed national, regional and international policies, with the aim of generating inclusive and sustainable development under the principle of leaving no one behind; (b) providing technical cooperation to developing countries on the basis of such analysis; and (c) bringing member States together through its intergovernmental machinery to build consensus on policies that allow developing countries to maximize the opportunities of globalization and economic integration, as well as to address cross-cutting economic, social and environmental challenges.
- 12.3 UNCTAD will continue to address interrelated issues essential to all countries in attaining sustainable and equitable growth and development, while being particularly mindful of the needs and priorities of developing countries. This requires extensive cross-fertilization and cooperation across the UNCTAD subprogrammes. Addressing such interrelated issues is also supported through its work on issues related to South-South and triangular cooperation and regional integration, including by promoting dialogue between all stakeholders and relevant institutions with a view to enhancing and exchanging best practices and experiences, towards the achievement of the Sustainable Development Goals.
- 12.4 In accordance with its mandate in the interrelated areas of trade and sustainable development, UNCTAD will support the implementation, monitoring and review of the 2030 Agenda for Sustainable Development and the relevant targets of the Sustainable Development Goals. UNCTAD

is the custodian of eight Goal indicators at the global level and supports the monitoring and implementation of a wide range of Goals, with its main contributions to Goals 8, 9, 10 and 17, and with contributions to Goals 2, 5, 12, 14, 15 and 16. UNCTAD will continue to support the Inter-Agency and Expert Group on Sustainable Development Goal Indicators. UNCTAD activities are also aligned with other relevant agendas, as appropriate.

- 12.5 Along with the global agendas, UNCTAD will strive, in particular, to ensure the implementation of mandates reconfirmed and reinforced at its fifteenth session, held in 2021, and which are outlined in the Bridgetown Covenant. UNCTAD will be guided by four major transformations, outlined in the document, to move to a more resilient, inclusive and sustainable world: transforming economies through diversification; transforming to a more sustainable and more resilient economy; transforming how development is financed; and transforming multilateralism.
- 12.6 To foster a world of shared prosperity, UNCTAD will support the building of a new integrated treatment of development economics, one that more fully integrates inclusiveness, climate change and the environment into a new global trade, financial and policy framework, as also highlighted in the Bridgetown Covenant.
- 12.7 To support its member States and to promote structural transformation, as requested pursuant to the Bridgetown Covenant, UNCTAD will continue to provide reliable statistical information and indicators across trade and development areas. To ensure greater coordinated statistical capacity development at the organizational level, support the implementation of the four transformations outlined in the Covenant and catalyse the support provided to member States in achieving the Sustainable Development Goals, UNCTAD offers a cross-cutting service that will ensure synergies and quality controls.
- 12.8 As requested in the Bridgetown Covenant, UNCTAD will continue to support countries, through technical cooperation, in addressing the challenges exacerbated or revealed as a result of the COVID-19 pandemic and build their resilience to future economic shocks by building productive capacities, develop the capacity of Governments to formulate and implement policies on financing for development, investment, international trade, science and technology and logistics, and support sustainable development.
- 12.9 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include integrating analysis of COVID-19-related challenges and economic recovery into UNCTAD programming; adapting delivery methods through broader use of information technology-based approaches (e.g., online training, online/hybrid meetings and the use of e-platforms such as the investment policy hub); and adapting technical cooperation and capacity-building to the emerging needs and priorities of countries (e.g., provision of UNCTAD e-tools to member States to mitigate the effects of the COVID-19 pandemic (see subprogramme 2)). At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
- 12.10 With regard to cooperation with other entities at the global, regional, national and local levels, UNCTAD will continue to combine its expertise with the reach and in-country presence of partners. UNCTAD remains engaged with the United Nations development system reform process, by collaborating with resident coordinator offices, serving as reviewer for projects of the Joint Sustainable Development Goals Fund and supporting integrated national financing frameworks. UNCTAD will continue to be involved in the preparation of common country assessments and United Nations Sustainable Development Cooperation Frameworks. It will also continue to actively support regional organizations, such as the secretariat of the African Continental Free Trade Area, to gain access to the full potential of regional integration. In addition, UNCTAD continues to foster partnerships with various international organizations and non-governmental organizations, inter-governmental organizations, academic institutions and private sector entities, including by bringing together a broad range of private sector entities in its World Investment Forum. Moreover, UNCTAD will continue to

increase its partnership mechanisms with the private sector by enhancing its due diligence guidelines and drawing from the experiences and new strategy of the United Nations Global Compact.

- 12.11 With regard to inter-agency coordination and liaison, UNCTAD participates in the United Nations System Chief Executives Board for Coordination and its subsidiary bodies. As one of the five major institutional stakeholders of the financing for development follow-up process, UNCTAD is leading inter-agency dialogue on monitoring and accountability of the means for the implementation of targets through the dedicated follow-up to the Addis Ababa Action Agenda commitments, with a particular focus on its trade, finance, investment and technology dimensions. UNCTAD participates in the Inter-Agency Task Force on Financing for Development and continues to lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in “delivering as one” operational activities at the country level. As a member of the United Nations inter-agency task team on science, technology and innovation for the Sustainable Development Goals and as secretariat to the Commission on Science and Technology for Development, UNCTAD will continue to support the implementation of outcomes related to science, technology and innovation of the 2030 Agenda, including the Technology Facilitation Mechanism and the Technology Bank for the Least Developed Countries. UNCTAD also remains part of the steering committee for the multi-partner trust fund for the socioeconomic response to the COVID-19 pandemic.
- 12.12 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- (a) Up-to-date and accurate economic and financial information and data at the country and regional levels continue to be available and cooperation continues with relevant entities on the production of statistics;
 - (b) Extrabudgetary funding continues to be available for technical cooperation programmes, and conditions and capacities exist in member States to adopt and implement policies and strategies;
 - (c) There is political will to achieve consensus in intergovernmental meetings;
 - (d) There is an agreed outcome of the Twelfth Ministerial Conference of the World Trade Organization (WTO);
 - (e) There is an agreed outcome of the Fifth United Nations Conference on the Least Developed Countries.
- 12.13 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, as appropriate, and in line with the Bridgetown Covenant. UNCTAD is committed to the integrated and cross-cutting treatment of a gender perspective in trade and development. It will continue to strengthen the capacity of member States to design and implement policies and establish institutions, frameworks and/or mechanisms that support women’s economic empowerment, economic security and rights, and enhance their economic and digital skills and opportunities. UNCTAD will continue to analyse the gender impact of the COVID-19 pandemic and other phenomena, and advocate policy responses that are gender-sensitive. UNCTAD will also continue its pioneering work on trade and sex-disaggregated statistics and measuring the ways in which women and men experience the impacts of trade.
- 12.14 In line with the United Nations Disability Inclusion Strategy, UNCTAD will continue to support the advancement of disability inclusion in both its programmatic work and its operational activities, in close collaboration with the United Nations Office at Geneva. For example, it will ensure that all venues and conference facilities are accessible to persons with disabilities.

Programme performance in 2021

Impact of the pandemic

- 12.15 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular the negotiation process of the Bridgetown Covenant. Following two postponements of the fifteenth quadrennial session of UNCTAD in the wake of the uncertainty

created by the pandemic, the conference was held virtually in October 2021. Two studios – one in Bridgetown and one in Geneva – enabled the maximization of visibility of the host country and the full participation of the membership. It also allowed for hybrid elements of the conference, namely, the in-person participation of the Secretary-General of the United Nations. Moreover, 24 least developed countries had antenna offices from where stakeholders with less connectivity could participate in the conference. By contrast, the Asia E-commerce Week, to be held in Abu Dhabi, was initially postponed to October 2021 but eventually cancelled.

Legislative mandates

12.16 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly	73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
66/288	The future we want	76/190	International trade and development
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	76/191	Unilateral economic measures as a means of political and economic coercion against developing countries
68/219	Role of the United Nations in promoting development in the context of globalization and interdependence	76/192 76/198	International financial system and development Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	76/202	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	76/203	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
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	76/215	Development cooperation with middle-income countries
72/234	Women in development	76/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries
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	76/218	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
73/241	International migration and development	76/221	South-South cooperation

Economic and Social Council resolutions

2021/28	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society	2021/29 2021/30	Science, technology and innovation for development Open-source technologies for sustainable development
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United Nations Conference on Trade and Development reports

<p>TD/442, TD/442/Corr.1 and TD/442/Corr.2</p>	<p>Report of the United Nations Conference on Trade and Development on its twelfth session</p>	<p>TD/519/Add.2</p>	<p>Report of the United Nations Conference on Trade and Development on its fourteenth session: Nairobi Maafikiano</p>
<p>TD/500/Add.1</p>	<p>Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate</p>	<p>TD/541/Add.2</p>	<p>Report of the United Nations Conference on Trade and Development on its fifteenth session: the Bridgetown Covenant</p>

**Subprogramme 1
Globalization, interdependence and development**

General Assembly resolutions

<p>66/188</p>	<p>Addressing excessive price volatility in food and related financial and commodity markets</p>	<p>75/225</p>	<p>Towards a new international economic order</p>
<p>72/227</p>	<p>Role of the United Nations in promoting development in the context of globalization and interdependence</p>	<p>76/126 76/193</p>	<p>Assistance to the Palestinian people External debt sustainability and development</p>
<p>74/205</p>	<p>Financial inclusion for sustainable development</p>	<p>76/196</p>	<p>Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development</p>
<p>75/20</p>	<p>Committee on the Exercise of the Inalienable Rights of the Palestinian People</p>		

**Subprogramme 2
Investment and enterprise**

General Assembly resolutions

<p>75/211</p>	<p>Entrepreneurship for sustainable development</p>	<p>76/197</p>	<p>Promoting investments for sustainable development</p>
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**Subprogramme 3
International trade and commodities**

General Assembly resolutions

<p>35/63</p>	<p>Restrictive business practices</p>	<p>74/216</p>	<p>Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development</p>
<p>70/186</p>	<p>Consumer protection</p>		
<p>71/312</p>	<p>Our ocean, our future: Call for action</p>		
<p>74/7</p>	<p>Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba</p>	<p>76/194</p>	<p>Commodities</p>
<p>74/198</p>	<p>International Year of Creative Economy for Sustainable Development, 2021</p>		

**Subprogramme 4
Technology and logistics**

General Assembly resolutions

<p>60/252</p>	<p>World Summit on the Information Society</p>		<p>outcomes of the World Summit on the Information Society</p>
<p>69/213</p>	<p>Role of transport and transit corridors in ensuring international cooperation for sustainable development</p>	<p>72/212</p>	<p>Strengthening the links between all modes of transport to achieve the Sustainable Development Goals</p>
<p>69/283</p>	<p>Sendai Framework for Disaster Risk Reduction 2015–2030</p>	<p>75/17</p>	<p>International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains</p>
<p>70/125</p>	<p>Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the</p>		

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75/316	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets	76/189	Information and communications technologies for sustainable development
		76/213	Science, technology and innovation for sustainable development

Economic and Social Council resolutions

2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society	2020/13	Science, technology and innovation for development
2020/12	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society		

**Subprogramme 5
Africa, least developed countries and special programmes**

General Assembly resolutions

67/221	Smooth transition for countries graduating from the list of least developed countries	74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
68/18	Graduation of countries from the least developed country category		
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
69/217	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	76/216	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2017/29	Report of the Committee for Development Policy on its nineteenth session	2019/8	Report of the Committee for Development Policy on its twenty-first session
2018/27	Report of the Committee for Development Policy on its twentieth session		

Deliverables

12.17 Table 12.1 lists all cross-cutting deliverables of the programme.

Table 12.1
Cross-cutting deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	10	10	10
1. Conference room paper for the Trade and Development Board	1	1	1	1

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<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
2. Report on the follow-up to the major United Nations conferences and summits in the areas of UNCTAD expertise	1	1	1	1
3. Report on matters requiring action by the Trade and Development Board in relation to the fifteenth session of UNCTAD	1	1	1	1
4. Conference room papers and working papers prepared for the Working Party on the Programme Plan and Programme Performance	4	4	4	4
5. Overview of the external evaluations of UNCTAD programmes and projects	1	1	1	1
6. Report on the external evaluation of an UNCTAD subprogramme	1	1	1	1
7. Review of the technical cooperation activities of UNCTAD and their financing	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	104	111	107	107
Meetings of:				
8. The Trade and Development Board, including annual, special and executive sessions of the Board and its subsidiary bodies	92	94	92	92
9. The Working Party on the Programme Plan and Programme Performance	12	14	12	12
10. The Advisory Committee on Administrative and Budgetary Questions	–	1	1	1
11. The Fifth Committee	–	1	1	1
12. The Committee for Programme and Coordination	–	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	9	22	24	24
13. Seminars on topics to be determined by the Secretary-General of UNCTAD, in consultation with member States (e.g., ad hoc expert discussions)	3	3	3	3
14. Seminars, including public symposium, with civil society and member States to generate and transfer knowledge in connection with the work programme of UNCTAD, subject to further consideration and decision by the Trade and Development Board	1	1	2	2
15. Seminar on topical trade and development issues (Raúl Prebisch lecture)	1	1	1	1
16. Seminar on topical international trade and development issues, such as multi-stakeholder dialogues	1	1	1	1
17. Seminars with UNCTAD special advisers and advocates	1	2	2	2
18. Seminar on the coordination of national development strategies oriented towards sustainable development (Cabinet meeting)	1	–	1	1
19. Workshops with civil society and youth, including networking events and online networking discussions	1	14	14	14
Technical materials^a (number of materials)	9	7	9	8
20. Policy briefs on trade and development issues	1	–	1	1
21. Reports on evaluations of United Nations Development Account projects and of external evaluations required by contribution agreements	8	7	8	7
C. Substantive deliverables				
Databases and substantive digital materials: UNCTAD civil society database and civil society electronic alerts and UNCTAD Youth Network.				
D. Communication deliverables				
Outreach programmes, special events and information materials: “UNCTAD at a Glance”; outreach programmes; special events; regional outreach materials; press kits, media briefs and flyers for flagship publications; news briefs and opinion pieces; public information materials on UNCTAD, including brochures and posters; and specialized information sessions for students, delegates, academics and youth visiting UNCTAD and, upon request, in other locations, including online outreach.				
External and media relations: press conferences, press releases and information notes.				
Digital platforms and multimedia content: UNCTAD website and social media content, including podcasts and blogs about UNCTAD meetings, events and publications, including policy briefs.				

^a Secretary-General opinion pieces, previously included under technical materials, are reflected under section communication deliverables.

Evaluation activities

- 12.18 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:
- (a) Office of Internal Oversight Services evaluation on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives;
 - (b) Independent project evaluations completed by UNCTAD:
 - (i) Cluster evaluation of UNCTAD support for capacity-building on trade and gender (online training);
 - (ii) African Continental Free Trade Area support programme to eliminate non-tariff barriers, increase regulatory transparency and promote industrial diversification;
 - (iii) Transparency in trade regulation and facilitation in the Pacific Agreement on Closer Economic Relations (PACER) Plus;
 - (iv) Improving the value added of cotton by-products in East and Southern Africa;
 - (v) Development policies for sustainable economic growth in Southern Africa;
 - (vi) Indices for benchmarking productive capacities for evidence-based policymaking in landlocked developing countries.
- 12.19 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2023. For example, in response to a recommendation from the evaluation of a project implemented jointly by teams under subprogrammes 2, 3 and 4 that contained a call for strengthened mainstreaming of a gender perspective under relevant areas of work, UNCTAD has conducted a background analysis of the gender perspective and the impact of non-tariff measures/barriers. The results will guide the next phase of this work by actively addressing three perspectives of gender equality: access to training; access to information; and access to complaint mechanisms. With regard to a recommendation to strengthen and systematize relationships with the United Nations country teams from an evaluation of the UNCTAD work to develop the productive capacities index under subprogramme 5, UNCTAD has already cooperated with resident coordinator offices in the organization of workshops related to the index in the participating countries but will aim to extend this cooperation to the data-analysis stage, through greater involvement of the economists in the offices in the national productive capacities gap assessments. UNCTAD is also improving engagement with United Nations resident coordinator offices by showcasing its expertise through seminars and communications with resident coordinators and participating more actively in the United Nations Economists' Network in which several country office economists are present. With regard to the evaluation of work on development policies for sustainable economic growth in Southern Africa under subprogramme 1, UNCTAD was recommended to find a way to foster more substantial engagement with key stakeholders in the project design or inception phases to ensure that incentives and ownership were established from the beginning. In this regard, UNCTAD will explore ways to better engage with key partner institutions with a national presence that can support the sustainability of project results at the national level after the end of its projects.
- 12.20 The following evaluations are planned for 2023:
- (a) Independent evaluation of UNCTAD subprogramme 2: investment and enterprise;
 - (b) Independent evaluation of UNCTAD subprogramme 3: international trade and commodities (to be presented in 2024);
 - (c) Six independent evaluations of completed projects covering various subprogrammes.

Programme of work

Subprogramme 1

Globalization, interdependence and development

Objective

- 12.21 The objective, to which this subprogramme contributes, is to advance inclusive and sustainable development, sustained growth, full employment and decent work for all through evidence-based economic policies and strategies at the national, regional and international levels and to achieve progress towards a durable solution to the debt problems of developing countries, as well as poverty eradication in developing countries, especially the least developed countries, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation.

Strategy

- 12.22 To contribute to the objective, the subprogramme will:
- (a) Identify specific needs and measures arising from the interdependence of trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development through the three pillars of work of UNCTAD referred to in paragraph 12.2 above;
 - (b) Support developing countries in their efforts to formulate development strategies and practical policy options and recommendations at all levels, including through technical assistance, training and the dissemination of best practices;
 - (c) Provide timely statistics and support developing countries in developing their national statistical systems through technical assistance and capacity-building programmes;
 - (d) Promote cooperation at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management, in accordance with its mandate and complementing the work done by other relevant stakeholders;
 - (e) Focus on the challenges in short- and long-term debt sustainability in developing countries and sustainable domestic and international financial resource mobilization for development, which will help member States to make progress towards the achievement of Sustainable Development Goals 16 and 17;
 - (f) Undertake research and analysis on trends and prospects for closer cooperation and integration among developing countries;
 - (g) Provide technical assistance and research and analysis to support the Palestinian people, in line with paragraph 127 (bb) of the Bridgetown Covenant and responding to the request of the General Assembly in its resolutions [75/20](#), on the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and [76/126](#), on assistance to the Palestinian people;
 - (h) Analyse specific ways in which South-South cooperation can enhance development effectiveness, contribute to recovery from the COVID-19 pandemic and build resilience in developing countries;
 - (i) Analyse the relation between trade and development and the environment and propose sustainable development policies pertaining to its mandate, as stated in paragraph 75 of the Bridgetown Covenant, given that transforming to a more sustainable economy under the current climate trends requires enhancing the ability of countries and economies to adapt to higher temperatures, thus necessitating a better understanding of how trade and development will be affected by a warmer world.

- 12.23 The above-mentioned work is expected to result in:
- (a) Increased understanding of the coherence between international economic rules, practices and processes and national policies and development strategies;
 - (b) Strengthened linkages between economic and development policies and decision-making and improvements in the compilation and dissemination of the official statistics of member States;
 - (c) Strengthened national capacities for effective debt management;
 - (d) Increased understanding by developing countries of the global economic environment and of policy choices for inclusive and sustained development;
 - (e) Contributions to an increase in understanding at the international level of debt issues and debt sustainability;
 - (f) Increased understanding, at all levels, of the challenges from a trade and development perspective posed by climate change and the type of support and action needed.

Programme performance in 2021

Promotion of policy proposals for enhanced structural transformation towards sustainable development and a resilient economy in developing countries

12.24 The subprogramme, in the 2021 edition of the *Trade and Development Report*, titled *From Recovery to Resilience: the Development Dimension*, released ahead of the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, advocated effective ways of sustaining growth and promoting structural transformation through international and national action for the promotion of productive capacities and investment, and the enhancement of physical and social infrastructure. Developing countries are more exposed to not only environmental shocks, but also a more permanent state of economic stress because of climate impacts. To advance both their developmental and environmental agendas, ahead of the twenty-sixth session UNCTAD called for nations to increase funding for developing countries to adapt to the worsening impacts of climate change and fulfil the \$100 billion a year pledge for the Green Climate Fund. UNCTAD, in its report, recommended specific reforms, including on official development assistance commitments; debt relief and restructuring for developing countries; increased availability of capital for multilateral development banks; and green bond markets (see [A/75/269](#)) to help to raise long-term financing. The outcome of the twenty-sixth session recognized the slow progress made in channelling additional climate finance and member States making renewed commitments to accelerate such flows.

12.25 Progress towards the objective is presented in the performance measure below (see table 12.2).

Table 12.2
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
Member States supported in better understanding of the imbalances in the global economy through analytical work of UNCTAD	Member States advance financing for development issues through contributions to the implementation of the Initiative on Financing for Development in the Era of COVID-19 and Beyond, under the leadership of Canada and Jamaica, and to the launch of the United Nations Research Roadmap for the COVID-19 Recovery, with the support of analytical work of UNCTAD	Member States engage in international discussion of additional allocation of special drawing rights, with the support of analytical work of UNCTAD

Planned results for 2023

Result 1: improving industrial policy and fostering regional value chains in Southern Africa

Programme performance in 2021 and target for 2023

- 12.26 The subprogramme’s work contributed to increased engagement by Governments with the private sector in economic policy discussions, with the enhanced capacity of Mauritius, Mozambique, the United Republic of Tanzania and Zambia to design industrial policy and through expanding cross-border activities of firms in the region, which met the planned target.
- 12.27 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 12.3).

Table 12.3
Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Initial proposals developed for a regional industrial policy of several SADC countries	At least three sectors identified (agroprocessing, mining machinery and energy provision) in which regional value chains can be established and relevant stakeholders identified, brought together and presented to several SADC countries and to private sector companies	Increased engagement of the private sector in economic policy discussions through identification of six subcommittees in the framework of the Mauritius industrial policy and strategic plan (2020–2025) and export development certificate introduced, providing several incentives to export enterprises favouring the progressive expansion of cross-border activities of firms in the region	Increased capacities of developing countries to formulate and implement industrialization strategies	The regional value chain approach from Southern African countries will be replicated in other regions, resulting in increased intraregional trade of the targeted countries (at least three Latin American countries) through strengthened economic integration and industrial policy capacity

Result 2: advancement of analysis and policy proposals for monitoring the debt situation of developing countries

Programme performance in 2021 and target for 2023

- 12.28 The subprogramme’s work contributed to the analysis of debt issues in developing countries and necessary policies to improve their external sustainability, which did not meet the planned target of further advancement of debt issues in international forums through the organization of an international debt conference with the participation of representatives from at least 40 countries and international institutions to discuss further measures for debt relief. The planned target was not met because the conference had to be postponed to mid-2022 owing to COVID-19-related meeting restrictions.
- 12.29 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 12.4).

Table 12.4
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Developing countries are provided with analysis of the current challenges to their debt sustainability and a platform for discussion on improving the global debt restructuring mechanism	Debt issues and policy measures are advanced through proposals and initiatives by representatives of developing countries, including through a global initiative on debt relief for developing countries proposed by the Prime Minister of Pakistan based on the subprogramme's work as presented in the <i>Trade and Development Report 2020</i>	Debt issues are further advanced in the Second Committee through the analysis of current debt positions of developing countries and the formulations of proposals for improving their debt sustainability	The risk and severity of debt issues in developing countries are diminished through the proposal of multilateral measures for debt alleviation and a fairer debt rescheduling framework, with at least 30 developing countries continuing building their debt management capacity	Thirty developing countries benefit from assessment of their debt management capacity

Result 3: increased agility in providing evidence-based and data-driven analysis to implement the 2030 Agenda for all, reflecting the challenges of member States

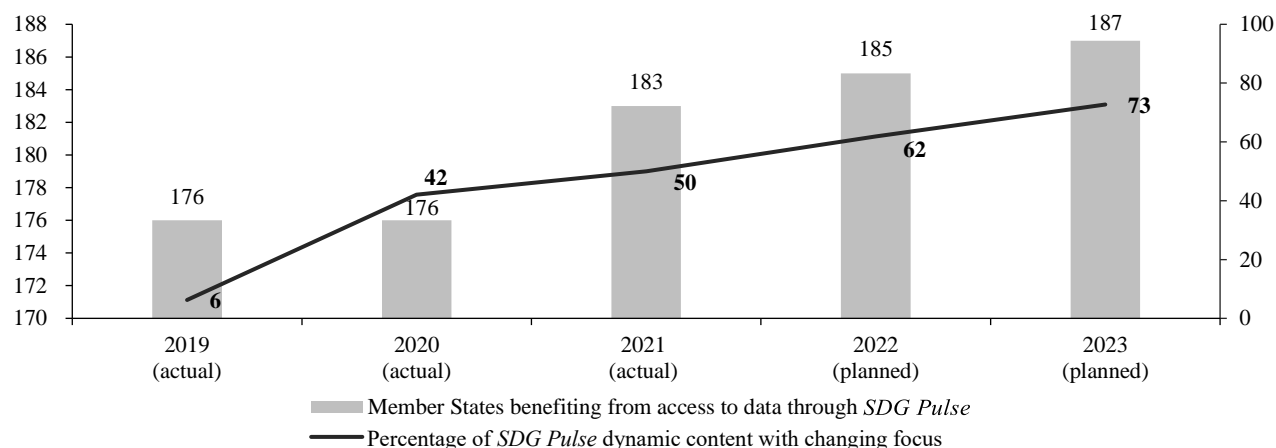
Proposed programme plan for 2023

- 12.30 Since 2019, the subprogramme has been providing the most recent statistics and data-driven analysis as an annual online publication (*SDG Pulse*), which has become a tool for member States and all other interested stakeholders to monitor sustainable development while informing them of the progress made and the challenges facing the world today. The 2021 update of the *SDG Pulse*, illustrated in numbers, tracked countries' progress and challenges in achieving the goals by 2030 and presented analyses for a range of indicators relevant to trade, investment, financing for development, debt, transport and technology. Examples are the UNCTAD business-to-consumer (B2C) e-commerce index that informs countries of their preparedness for e-commerce, and the UNCTAD index of remoteness, which helps countries to mitigate geographical distance and enhance connectivity.

Lessons learned and planned change

- 12.31 The lesson for the subprogramme was that, at the onset of the COVID-19 pandemic, *SDG Pulse* did not provide timely data on and analysis of the sudden changes and impact brought on by it. In applying the lesson, the subprogramme reviewed the focus of *SDG Pulse* in order for it to be further developed as an agile tool to offer timely data on Sustainable Development Goal indicators while illustrating persisting inequalities, emerging risks and vulnerabilities faced by developing countries, including in the context of the pandemic. The review also resulted in the changing of the annual themes selected to address a topical policy challenge reflecting the needs of the member States, especially developing countries, to enable targeting efforts in an evidence-based approach to implement the 2030 Agenda for all.
- 12.32 Expected progress towards the objective is presented in the performance measures below (see figure 12.I).

Figure 12.I
Performance measure: number of member States benefiting from the agile *SDG Pulse* with dynamic content, including on new data on Sustainable Development Goal indicators
 (Percentage)



Deliverables

12.33 Table 12.5 lists all deliverables of the subprogramme.

Table 12.5
Subprogramme 1: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	9	8	8
1. Reports for the General Assembly, including on external debt sustainability and development, assistance to the Palestinian people, the economic cost of occupation for the Palestinian people and the situation of and assistance to Palestinian women	5	4	4	4
2. Reports for the Trade and Development Board, including on financing for development issues and on UNCTAD assistance to the Palestinian people, and the overview of the <i>Trade and Development Report</i>	3	3	2	2
3. Reports for the Trade and Development Commission and the Investment, Enterprise and Development Commission	1	1	1	1
4. Reports for the Intergovernmental Group of Experts on Financing for Development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	24	39	18	18
Meetings of:				
5. The General Assembly (Second Committee) and the Economic and Social Council and its subsidiary bodies	4	4	4	4
6. The fifteenth session of UNCTAD, including preparatory meetings	–	25	–	–
7. The Trade and Development Board (annual and executive sessions)	3	2	3	3
8. The Working Party on the Programme Plan and Programme Performance	2	2	2	2
9. The Trade and Development Commission and related multi-year expert meetings	3	–	3	3
10. The Intergovernmental Group of Experts on Financing for Development	6	6	6	6
11. The Debt Management Conference	6	–	–	–

Section 12 Trade and development

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects, per entity/theme)	19	17	17	17
12. Enhancing public, private and/or international capacity related to assistance to the Palestinian people	1	1	1	1
13. Trade in services development for the member countries of the West African Economic and Monetary Union	1	1	–	–
14. Development policies for sustainable economic growth in Southern Africa	1	1	–	–
15. Installation, update and maintenance of the Debt Management and Financial Analysis System	15	13	15	15
16. Measuring illicit capital flows in sub-Saharan Africa (jointly with the United Nations Office on Drugs and Crime and the Economic Commission for Africa)	1	1	1	1
Seminars, workshops and training events (number of days)	126	136	145	150
17. Seminars and workshops for policymakers, including on formulating development strategies and policy recommendations; sovereign borrowing and lending; and globalization, trade and development	30	30	28	28
18. Seminars on inclusive growth and the Sustainable Development Goals, including ad hoc expert discussions on the interdependence between trade, finance, investment, technology and macroeconomic policies	6	6	7	7
19. Training events on Debt Management and Financial Analysis System for administrators and debt auditors from selected countries in recording debt data, reporting, debt statistics, debt analysis and debt auditing	90	100	110	115
Publications (number of publications)	10	11	10	10
20. <i>Trade and Development Report</i>	1	1	1	1
21. <i>UNCTAD Handbook of Statistics</i>	1	1	1	1
22. <i>SDG Pulse</i>	1	1	1	1
23. <i>Development and Globalization: Facts and Figures</i>	–	1	–	–
24. Studies on external debt, resource mobilization, illicit financial flows and their underlying activities, South-South cooperation, regional integration and Palestinian economic development	7	7	7	7
Technical materials^a (number of materials)	11	13	10	11
25. On macroeconomic, development, financing and debt, structural transformation and South-South cooperation issues	6	6	5	5
26. Economic and maritime statistical country profiles	2	2	2	2
27. Debt Management and Financial Analysis System documentation and software	3	5	3	4

C. Substantive deliverables

Consultation, advice and advocacy: policy advice to policymakers, including on domestic resource mobilization, structural transformation, growth policy (Group of 20), debt renegotiation at the Paris Club, financial instability, debt sustainability and statistical capacity in the area of trade and development.

Databases and substantive digital materials: UNCTAD financial database; world economic macro-level modellers database; UNCTAD statistical data centre for approximately 250,000 users; and financial stress and debt sustainability indicators.

D. Communication deliverables

Outreach programmes, special events and information materials: lectures and presentations on external debt, development finance and macroeconomic and development policy issues; and newsletters and brochures on the Debt Management and Financial Analysis System and the Virtual Institute.

External and media relations: press releases, press conferences and interviews, including on developing country debt and external financing, South-South cooperation and regional integration and assistance to the Palestinian people.

Digital platforms and multimedia content: Debt Management and Financial Analysis System; and Virtual Institute.

^a “Training materials on debt management” was removed because it is part of the training indicated in row 19 of the table.

Subprogramme 2 Investment and enterprise

Objective

- 12.34 The objective, to which this subprogramme contributes, is to advance inclusive growth and sustainable development through investment and enterprise development for productive capacity-building, economic diversification and job creation.

Strategy

- 12.35 To contribute to the objective, the subprogramme will:
- (a) Continue to assist member States through research, policy analysis and technical assistance in designing and implementing policies to scale up mobilization of public and private finance and enhanced investment and entrepreneurship for sustainable development, helping member States to make progress towards achieving Sustainable Development Goals 1, 8, 10, 12, 13 and 17;
 - (b) Monitor, assess and analyse regional and global trends and prospects in international investment and prepare the annual *World Investment Report* and other analytical publications on international investment for development;
 - (c) Conduct reviews of national investment policies and backstop policy dialogue on the international investment agreement regime and support and design new international investment agreements that are better aligned with nationally and internationally agreed development objectives;
 - (d) Provide policy advice to Governments on investment promotion, business facilitation and innovative financing for the Sustainable Development Goals, including through stock exchanges and institutional funds, as well as on incentives in the context of the global tax reform implications for developing countries;
 - (e) Contribute to the enhancement of the international competitiveness of member States' enterprises through advice on policies aimed at stimulating enterprise development, including through mobilizing global efforts in financing and investment in micro-, small and medium-sized enterprises to support their sustainable development transformation, as well as by promoting best practices in corporate social responsibility and accounting and reporting;
 - (f) Foster dialogue and an exchange of best practices related to investment and enterprise development issues through consensus-building mechanisms and the World Investment Forum;
 - (g) Provide an assessment of the impact of the COVID-19 pandemic on investment, global value chains and enterprise development, as well as policy advice, frameworks and tools for recovery.
- 12.36 The above-mentioned work is expected to result in:
- (a) Increased capacity of developing countries to close the gaps related to Sustainable Development Goal investment, especially with regard climate change mitigation and adaptation, in particular for countries that are most vulnerable to the adverse impact of climate change;
 - (b) Improved ability of countries to address key and emerging issues related to investment and investment policies that promote development, including issues on taxation related to investment policy, and on international investment agreements and their development dimension;
 - (c) Increased capacity of member States to collect, analyse and report on foreign direct investment and multinational enterprise data and formulate development-oriented investment policies;
 - (d) Additional resources leveraged and channelled towards global investment development objectives and addressing concerns pertaining to entities using the Sustainable Development Goals to market their positive contribution to some Goals without making a meaningful

contribution to sustainable development, including to the achievement of the Goals, or having a negative impact on others, also referred to as “SDG washing”;

- (e) Enhanced understanding by member States and other development stakeholders of enterprise development issues and ability to boost productive capacity, including through assistance to attract investment capital, grow business linkages with transnational corporations and participate in global and regional value chains;
- (f) Increased awareness of member States of policies, innovations and tools aimed at gaining traction and driving investment for sustainable development;
- (g) Mitigation of the effect of the COVID-19 pandemic on the ability of member States to attract and benefit from investment for development and in fostering private sector recovery.

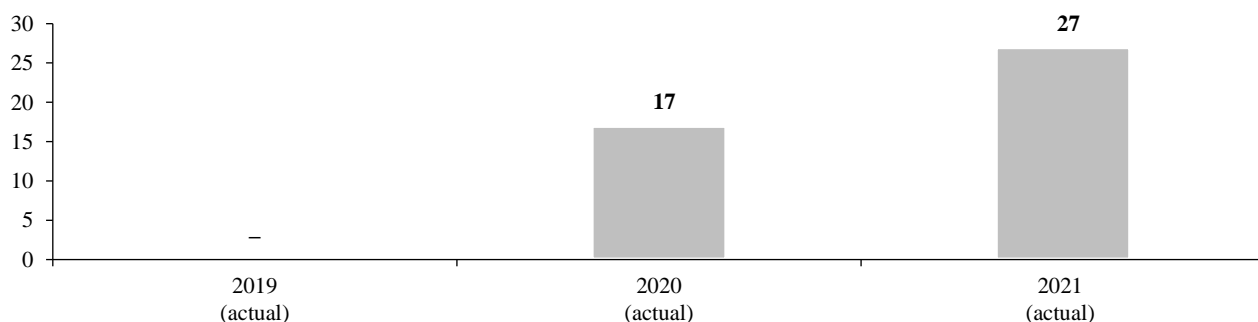
Programme performance in 2021

Increased resilience of member States through the use of e-tools for continuity of business during the COVID-19 pandemic

12.37 During the COVID-19 pandemic, e-government platforms proved to be a value-for-money, adaptable and easy-to-implement solution for Governments to ensure that they remained open for business in times of crisis, fostering the resilience of public and private sector stakeholders. The subprogramme provided policy advice and assistance to member States through its e-platforms and e-tools, thereby broadly allowing for continuity of business during restrictions and lockdowns. UNCTAD e-government platforms were used to adapt to COVID-19, mitigate its impact and prepare for post-crisis recovery by providing business support activities and facilitating the implementation of COVID-19 fiscal rescue measures. Concrete applications included social security administration for temporarily retrenched workers, the processing of business grant requests, the handling of tax relief or late payments administration, the monitoring of disbursements and post-crisis recovery of State aid through tax systems. Enterprise competitiveness programmes were adapted to help beneficiary countries’ entrepreneurs to identify and tap into new business opportunities. As at 31 December 2021, 27 member States had used at least one of the e-tools and e-platforms developed by UNCTAD to ensure that they remained open for business and mitigate the effects of the pandemic.

12.38 Progress towards the objective is presented in the performance measure below (see figure 12.II).

Figure 12.II
Performance measure: number of member States that used UNCTAD e-tools to mitigate the effects of the COVID-19 pandemic



Planned results for 2023

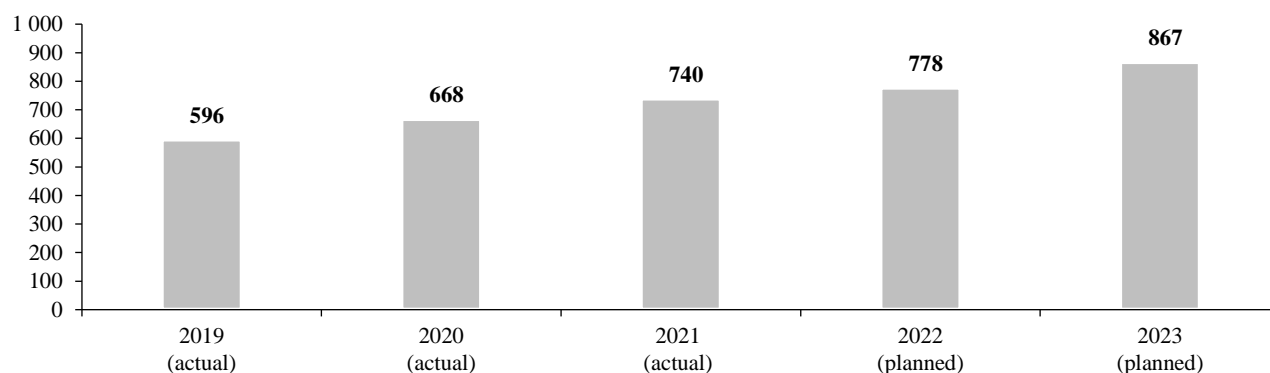
Result 1: an investment chain to bridge the Sustainable Development Goal financing gap

Programme performance in 2021 and target for 2023

- 12.39 The subprogramme's work contributed to 740 individual investment stakeholders adhering to UNCTAD principles and recommendations, including through impact initiatives and Sustainable Development Goal-related investment compacts, which exceeded the planned target of 683 individual investment stakeholders adhering to UNCTAD principles and recommendations.
- 12.40 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 12.III).

Figure 12.III

Performance measure: number of individual investment stakeholders adhering to United Nations Conference on Trade and Development principles and recommendations (cumulative)



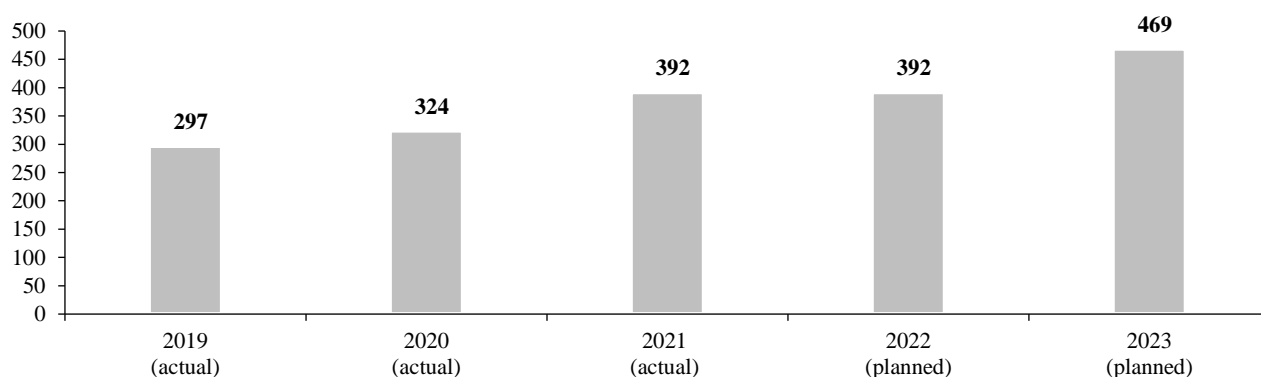
Result 2: investment and enterprise development for recovery and resilience

Programme performance in 2021 and target for 2023

- 12.41 The subprogramme's work contributed to 392 public and private sector stakeholders, including sustainability-themed funds, reporting the integration of UNCTAD tools related to investment for sustainable development, such as the Investment Policy Framework for Sustainable Development and the guidance on core indicators, into their activities, which exceeded the planned target of 356 stakeholders integrating the UNCTAD investment for sustainable development tools.
- 12.42 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 12.IV).

Figure 12.IV

Performance measure: number of stakeholders integrating United Nations Conference on Trade and Development tools related to investment for sustainable development into their activities (cumulative)



Result 3: reignited investment policies in support of member States' COVID-19 recovery and sustainable development

Proposed programme plan for 2023

- 12.43 To address COVID-19 pandemic- and climate change-related challenges, the subprogramme will continue to support member States in taking advantage of the opportunities offered by the realignment of global value chains and foreign investment to revitalize investment as an engine of growth and, through structural transformation and economic diversification, build a more resilient, inclusive, environmentally sound and sustainable world.

Lessons learned and planned change

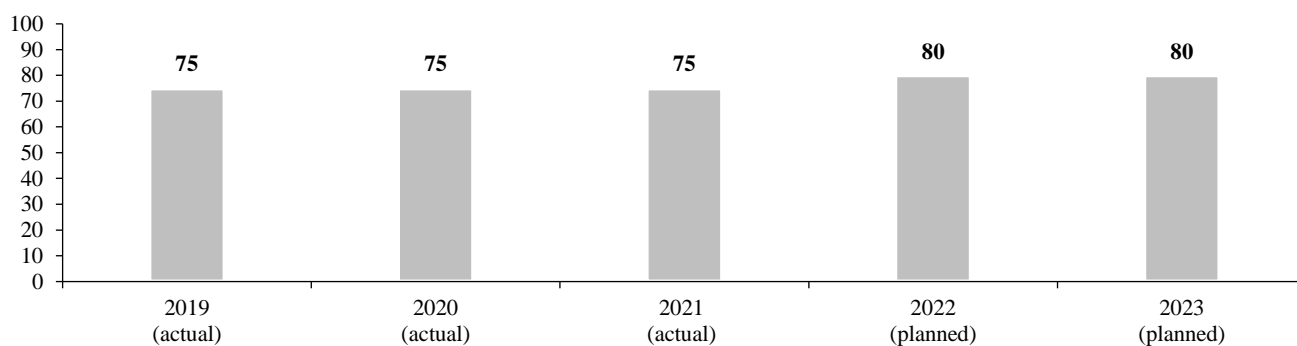
- 12.44 The lesson for the subprogramme was that the reconfiguration of global value chains for recovery and resilience will have profound implications for inclusive and sustainable growth. This created a need to address three new investment recovery challenges, including: (a) an update of the investment frameworks for development strategies, which require new industrial development policies and smart investment promotion strategies, including through the development of “SDG model zones”,¹ aimed at attracting investment in Sustainable Development Goal-relevant activities, adopting the highest levels of environmental, social and governance standards and compliance and promoting inclusive growth through linkages and spillovers; (b) the promotion of investment in infrastructure and the energy transition, to attract significant project outlays, which requires the development of a pipeline of bankable projects; and (c) boosting investment in the Goals in sectors with the greatest needs, including climate change mitigation and adaptation in countries that are the most vulnerable to the adverse impacts of climate change, based on investment promotion strategies for the Goals. In applying the lesson, the subprogramme will place additional emphasis on supporting investment policymakers by addressing these three investment recovery challenges through assistance in implementing the recommendations emanating from the UNCTAD investment policy framework in support of COVID-19 recovery and sustainable development.
- 12.45 Expected progress towards the objective is presented in the performance measure below (see figure 12.V).

¹ The term “SDG model zones” refers to the concept presented in the *World Investment Report 2019*.

Figure 12.V

Performance measure: recommendations emanating from the United Nations Conference on Trade and Development investment policy framework in support to COVID-19 recovery and sustainable development implemented by member States

(Percentage)



Deliverables

12.46 Table 12.6 lists all deliverables of the subprogramme.

Table 12.6

Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	8	8	8
1. Report of the Secretary-General to the General Assembly on investment and entrepreneurship for sustainable development	1	1	1	1
2. Reports for the Trade and Development Board on investment for development	1	–	1	1
3. Reports for the Investment, Enterprise and Development Commission and related expert meetings	4	2	4	4
4. Reports for the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	2	5	2	2
Substantive services for meetings (number of three-hour meetings)	24	31	24	42
Meetings of:				
5. The fifteenth session of UNCTAD, including preparatory meetings	–	1	–	–
6. The Trade and Development Board	2	2	2	2
7. The Working Party on the Programme Plan and Programme Performance	2	2	2	2
8. The Investment, Enterprise and Development Commission and related expert meetings	14	2	14	12
9. The Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	6	4	6	6
10. The World Investment Forum	–	20	–	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	60	70	60	68
11. On regional investment issues analysis	3	3	3	3
12. On investment policy reviews	8	8	8	8

Section 12 Trade and development

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
13. On policy options in investment for development, including on taxation as it relates to investment policy	–	–	–	5
14. On special economic zones, including piloting SDG model zones	2	2	2	2
15. On international investment regimes	8	13	8	10
16. On investment promotion and facilitation, including strengthening investment promotion agencies	3	3	3	3
17. On intellectual property rights for development	1	1	1	1
18. On investment guides	2	5	2	3
19. On business facilitation initiatives	10	11	10	10
20. On enterprise development initiatives, including micro-, small and medium-sized enterprise financing and business linkages	3	4	3	3
21. On the Entrepreneurship Development Programme (EMPRETEC)	6	6	6	6
22. On accounting and reporting	3	3	3	3
23. On the contribution of foreign direct investment to inclusive growth and the Sustainable Development Goals, including on climate change mitigation and adaptation for least developed countries, landlocked developing countries and small island developing States	5	5	5	5
24. On institutional investors	2	2	2	2
25. On family businesses	2	2	2	2
26. On responsible investment	2	2	2	2
Seminars, workshops and training events (number of days)	107	195	107	136
27. Seminars on foreign direct investment, its development dimension and the themes of the <i>World Investment Report</i>	6	14	6	12
28. Training events on best practices in national and international policies related to investment, including on taxation related to investment policy	4	4	4	4
29. Training events on investment policy reviews, follow-up and investment facilitation enhancement (national)	14	15	14	14
30. Training events on international investment statistics and survey methodologies	5	9	5	5
31. Ad hoc expert discussions on key issues in investment for development, including concerns of “green-washing” ^a and “SDG washing”	3	16	3	3
32. Training events on investment promotion and facilitation for policymakers, investment promotion officials and diplomats	10	14	10	10
33. Training events on the negotiation, implementation and reform of international investment agreements	15	15	15	15
34. Ad hoc expert discussions on investment policies for sustainable development	4	6	4	4
35. Training workshops on intellectual property for development	10	16	10	10
36. Training workshops on enterprise development policies	16	19	16	15
37. Training seminars on accounting and sustainability reporting	6	23	6	12
38. Workshops and seminars on responsible investment issues	4	30	4	20
39. Ad hoc expert discussions on the development of small and medium-sized enterprises and start-ups	6	6	6	6
40. Seminars on institutional investors and sustainable development	2	5	2	3
41. Ad hoc expert discussions on family businesses	2	3	2	3
Publications (number of publications)	25	26	25	22
42. <i>World Investment Report</i> and its overview	2	2	2	2
43. On investment issues for development, including the <i>Transnational Corporations Journal</i> , best practices and lessons learned in foreign direct investment in the least developed countries, and studies on responsible and sustainable investment	7	8	7	8

Part IV International cooperation for development

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
44. On investment policies for development, including <i>Investment Policy Reviews</i> and studies on policy options on investment for development	9	9	9	6
45. On investment promotion and facilitation, including on investing in Sustainable Development Goal sectors and Sustainable Development Goal model zones development	3	3	3	2
46. On enterprise development and entrepreneurship policy support	2	2	2	2
47. On international standard of accounting and reporting	2	2	2	2
Technical materials (number of materials) ^b	13	20	16	15
48. <i>Global Investment Trends Monitor</i> (series), including the <i>Sustainable Development Goals Investment Trends Monitor</i>	4	4	4	4
49. <i>Global Investment Policy Monitor</i> (series)	–	–	3	3
50. Investment guides	2	3	2	2
51. On measures affecting international investment	2	4	2	2
52. International investment agreement issues notes	2	4	2	2
53. On intellectual property rights for development	1	1	1	1
54. On enterprise development and entrepreneurship policy support	1	3	1	1
55. On ambassadors round table	1	1	1	–

C. Substantive deliverables

Consultation, advice and advocacy: policy advice to developing countries, including on policies to attract foreign direct investment; advice on statistics and international investment, including responsible investment; advice to all member States, upon request, on national policies and international investment agreements and sustainable development, as well as investment promotion and facilitation, intellectual property rights, entrepreneurship and enterprise development and business facilitation, with a focus on those in the most vulnerable situation, and on accounting and reporting standards; and advocacy and advisory services to some 200 investment promotion agencies, special economic zones and other stakeholders in the global investment chain and EMPRETEC centres, with a specific focus on the impact of the COVID-19 pandemic on investment and enterprise development.

Databases and substantive digital materials: databases on foreign direct investment, national policies, international investment agreements and related databases; and sustainable finance databases.

D. Communication deliverables

External and media relations: International Standards of Accounting and Reporting updates, EMPRETEC newsletters (electronic newsletter are distributed to more than 2,000 subscribers and made available online) and newsletters, booklets and newflashes on responsible investment; World Investment Forum report for more than 8,000 recipients.

Digital platforms and multimedia content: Global Enterprise Registration portal; and Investment Policy Hub

^a The terms “green-washing” and “SDG-washing” refer to products and strategies presented as sustainable without making a meaningful contribution to sustainable development, including the achievement of the Sustainable Development Goals.

^b The technical materials are presented in more detail, compared with the proposed programme budget for 2022, owing to a change in classification of the monitors (*Global Investment Policy Monitor*) and the launching of the *Sustainable Development Goals Investment Trends Monitor*.

Subprogramme 3 International trade and commodities

Objective

- 12.47 The objective, to which this subprogramme contributes, is to ensure that international trade and commodities enable the economic diversification, sustainable and resilient economy and multilateralism transformations needed to create a more inclusive, resilient, sustainable and prosperous world through the participation of all member States.

Strategy

- 12.48 To contribute to the objective and in support of implementation of the four major transformations outlined in the Bridgetown Covenant, the subprogramme will:
- (a) Support developing countries in fostering structural transformation through economic diversification, thus helping developing countries to make progress towards achieving Sustainable Development Goals 1, 2, 7, 8, 9, 12 and 13;
 - (b) Promote and support developing countries transformation towards a more sustainable and more resilient economy, to help member States to make progress towards achieving Sustainable Development Goals 7, 12, 13, 14 and 15;
 - (c) Work to strengthen the multilateral trading system, ensuring that the system works effectively for developing countries and is a driver for inclusive and sustainable development by providing impact assessments of alternative scenarios on a country's sustainable development strategies and helping them to make progress towards achieving Sustainable Development Goals 1, 2, 8, 10 and 17;
 - (d) Support the adoption of, improvement in and enforcement of national and regional competition and consumer protection legislation, through best practices, guidelines and peer reviews, helping member States to achieve inclusive development and make progress towards achieving Sustainable Development Goals 8, 10, 12 and 17;
 - (e) Foster the mainstreaming of gender equality into trade policies, strengthening the capacity of member States to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade, ensuring that no one is left behind and helping them to make progress towards achieving Sustainable Development Goals 1, 5, 8 and 17;
 - (f) Contribute to research on international trade as an engine for development in the report of the Inter-Agency Task Force on Financing for Development, *The Sustainable Development Goals Report*, *World Tariff Profiles* and *World Economic Situation and Prospects*;
 - (g) Monitor and analyse the effects of the COVID-19 pandemic on international trade and provide policy recommendations, including through market studies, consumer protection analyses and competition impact assessments, for an improved recovery in specific sectors.
- 12.49 The above-mentioned work is expected to result in:
- (a) Mitigation of the effect of the COVID-19 pandemic on the ability of member States to benefit from international trade and foster the recovery of the trade sectors;
 - (b) Improved capacity of member States to design and implement trade-policy responses to the climate crisis from a development perspective;
 - (c) Improved capacity of member States to identify and address the trade barriers and supply-side obstacles that disproportionately affect women and girls;
 - (d) Continued work on the impact of non-tariff measures on trade relations, market access, investment and transit, and thus their development implications and impact on the well-being of the population of affected countries, including through the strengthening of its cooperation on the topic with other relevant partners, as well as through participation in the Multi-Agency Support Team on the non-tariff measures database;
 - (e) Member States achieving positive development outcomes in relation to increased trade integration and activity;
 - (f) Improved capacity of member States to seize opportunities emerging from commodity trade and enhanced international and regional cooperation;
 - (g) Member States' increased adoption, revision and/or effective implementation of competition and consumer protection legislation and institutional frameworks;

- (h) Member States harnessing opportunities related to trade in environmentally sustainable products, and increasing capacities to assess the economic potential of ocean-based sectors and devise integrated sustainable use and trade action plans;
- (i) Member States creating an enabling environment for the promotion of services and the creative economy to leapfrog into new, high-growth sectors of the world economy towards achieving the Sustainable Development Goals.

Programme performance in 2021

Trade and biodiversity advanced and incorporated into development frameworks of member States to create valuable economic opportunities and improved livelihoods

12.50 The subprogramme updated and made available for countries the UNCTAD BioTrade Principles and Criteria, a set of guidelines for Governments and companies to conduct biodiversity-friendly trade and to address new challenges and priorities now and in the future. The updated content included important new elements such as climate resilience, marine biodiversity and sustainable tourism, as well as workers’ rights, health and safety, and access and benefit-sharing. The update also aligned the guidelines with landmark international agreements, including the 2030 Agenda, the Paris Agreement and the Nagoya Protocol. The implementation of these principles has enabled countries to diversify their economies and capture opportunities arising from new market trends in biodiversity-friendly sectors by incorporating trade and biodiversity issues into their existing regulations and/or national strategies. UNCTAD and its BioTrade programme partners have called for the updated principles and criteria to be reflected in the new post-2020 global biodiversity framework, which will provide the biodiversity road map for the coming decade.

12.51 Progress towards the objective is presented in the performance measure below (see table 12.7).

Table 12.7

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
One country (Peru) incorporates trade and/or biodiversity issues into its sustainable development policy and legal frameworks	Two countries (Lao People’s Democratic Republic and Peru) are incorporating trade and/or biodiversity issues into their sustainable development policy and legal frameworks; updated BioTrade Principles and Criteria made available for countries and companies to use in their work related to trade and biodiversity	Six countries (Colombia, Ecuador, Lao People’s Democratic Republic, Peru, South Africa and Saint Lucia) are incorporating trade and biodiversity issues into their sustainable development policy and legal frameworks and projects, and companies and entrepreneurs assessed their activities against the updated BioTrade Principles and Criteria, which are available for the products and services related to the marine and terrestrial ecosystems through a new online self-assessment tool developed by the subprogramme

Planned results for 2023

Result 1: oceans economy – supporting small island developing States and coastal developing countries in realizing economic benefits from the sustainable use of marine resources

Programme performance in 2021 and target for 2023

- 12.52 The subprogramme’s work contributed to three member States adopting national oceans economy and trade strategies, with the production, validation and publication of oceans economy and trade strategies of Barbados (large pelagic longline fishery), Belize (a multispecies finfish management plan) and Costa Rica (a collective trademark for fish and seafood products), which exceeded the planned target of two.
- 12.53 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 12.8).

Table 12.8
Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Member States have increased interest and are better supported in formulating national oceans economy and trade strategies, including as a result of the United Nations Trade Forum	Member States have increased their capacities to formulate national oceans economy and trade strategies as a result of the subprogramme’s activities, including two member States (Belize and Costa Rica) which formulated such a strategy	Three national oceans economy and trade strategies were produced, validated and published for Barbados, Belize and Costa Rica	Member States identify actions and realign efforts for progress and compliance with trade-related targets of Sustainable Development Goal 14 as a result of the Fourth Oceans Forum and at least two Blue BioTrade ^a value chain assessments for selected species and a regional action plan are developed by the subprogramme	Three more member States take steps to replicate the approach and implement an oceans economy and trade strategy or “Blue BioTrade” value chains analysis

^a Blue BioTrade aims to promote trade and investment in marine biological resources in line with social, economic and environmental sustainability criteria, known as the BioTrade Principles and Criteria (2017, revised in 2020). See <https://unctad.org/topic/trade-and-environment/biotrade/principles-and-criteria>.

Result 2: tearing down trade barriers – transparent and streamlined regulations for sustainable development

Programme performance in 2021 and target for 2023

- 12.54 The subprogramme’s work contributed to enhanced trade transparency on non-tariff measures, enriched by the monitoring of and reporting on COVID-19-related non-tariff measures, such as export restrictions on medicine products, and enabling policymakers to design “goods regulations” through the increased use of the information published on non-tariff measures on trade portals. The portals registered a total of 17,530 users, which exceeded the planned target of increased information use, with at least 1,500 additional users registered (14,500 in total).
- 12.55 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 12.9)

Table 12.9
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Increased awareness among member States of the importance of non-tariff measures for international trade. Development and improvement of non-tariff measures data portals to facilitate access to information on such measures collected by the subprogramme, specifically for developing countries	Increased use of the information published on non-tariff measures on trade portals, with 13,000 total users registered	Increased use of the information published on non-tariff measures on trade portals, with 17,530 total users registered	Increased use of the information published on non-tariff measures on trade portals, with at least 2,000 additional users registered (16,500 in total)	Increased use of the information published on non-tariff measures on trade portals, with at least 22,000 users registered

Result 3: integrated climate change dimension into the implementation of the African Continental Free Trade Area agreement at the national level

Proposed programme plan for 2023

12.56 The Bridgetown Covenant explicitly refers to the importance of supporting African countries in the implementation of the African Continental Free Trade Area, but also highlights climate change as one of the biggest challenges in sustainable economic development, with decoupling economic growth from environmental degradation being crucial to ensuring sustainable progress. The subprogramme’s recent analysis focused on the implications of the African Continental Free Trade Area for BioTrade and identified several opportunities in the agreement for establishing relevant protocols with the potential to emphasize the sustainability aspect of the African Continental Free Trade Area. For its part, the *2021 Trade and Environment Review* highlighted trade-climate readiness challenges, focusing on ways that developing countries could enhance the resilience of their trade to climate change. With a view to putting the analysis into action, the subprogramme plans to identify the best options to mitigate and adapt to climate change that fit into the African Continental Free Trade Area process, with specific focus given to incorporating sustainability elements into national African Continental Free Trade Area implementation strategies and identifying climate change adaptation action needed to maintain productivity in prominent sectors in the coming decades as climate variability increases.

Lessons learned and planned change

12.57 A lesson for the subprogramme was that the African Continental Free Trade Area allows for sustainable value chains to play a substantial role in driving regional and continental trade, and that there is a need to advance the development of regional sustainable value chains while adapting to climate variability in relevant sectors to ensure that these value chains are resilient in the face of climate change. Regional sustainable value chains can also help countries to optimally adjust to shifts in agricultural and food production patterns resulting from climate change. In applying the lesson, the subprogramme will support research and analyses undertaken by regional and national experts on regional sustainable value chains, focusing on climate change and sustainable transition. The specific sustainable value chains will be selected by regional and national stakeholders. The subprogramme will also support the development of value addition strategies that are focused on sustainable initiatives.

12.58 Expected progress towards the objective is presented in the performance measure below (see table 12.10).

Table 12.10
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Five African countries supported by the subprogramme in developing sustainable product export strategies through “national green export reviews”	Twelve African countries supported by the subprogramme in the implementation of African Continental Free Trade Area annex on non-tariff barriers, and increase in regulatory transparency	The subprogramme identified several opportunities in the agreement establishing the African Continental Free Trade Area and relevant implementing protocols that have the potential to add the sustainability perspective of the African Continental Free Trade Area and boost BioTrade, and presented the African countries with options on how they can enhance the resilience of their trade to climate change through economic diversification and adaptation actions	Value chain analysis made available to member States, with a specific focus on climate change and sustainable transition and on selected priority value chains	Ten African countries develop sustainable African Continental Free Trade Area implementation strategies and at least two regional sustainable value chains through collaboration with other countries in their respective regions

Deliverables

12.59 Table 12.11 lists all deliverables of the subprogramme.

Table 12.11
Subprogramme 3: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	18	20	19
1. Reports to the General Assembly on international trade and development and world commodity trends and prospects	2	2	1	2
2. Report of and background documents for the fifteenth session of UNCTAD	–	2	–	–
3. Reports on trends in trade and on trade regulations and sustainability standards and ad hoc reports on commodities trends and prospects for the Trade and Development Board	2	3	2	3
4. Background documentation for the Trade and Development Commission and for related expert meetings, including on non-tariff measures and sustainability standards	7	2	7	4
5. Reports of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	9	10	10

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Substantive services for meetings (number of three-hour meetings)	33	55	33	33
6. Meetings of the General Assembly (Second Committee)	2	2	2	2
7. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	–	26	–	–
8. Annual and executive sessions of the Trade and Development Board	2	3	2	2
9. Meetings of the Working Party on the Programme Plan and Programme Performance	2	7	2	2
10. Meetings of the annual sessions of the Trade and Development Commission and related expert meetings	16	6	16	16
11. Meetings of the annual sessions of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	10	10	10
12. Annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development	1	1	1	1
B. Generation and transfer of knowledge^a				
Field and technical cooperation projects (number of projects)	24	22	20	20
13. On trade, a gender perspective and development	1	1	1	1
14. On assisting developing countries in acceding to WTO, on generalized and global systems of trade preferences, on services, regional and multilateral trading negotiations, on strengthening the creative economy, and on dispute settlement and commercial diplomacy	7	7	6	6
15. On competition and consumer protection laws and policies	4	4	4	4
16. On trade, the environment and development	4	4	4	4
17. On collecting, monitoring, reporting on and disseminating data on non-tariff measures, on formulating development-oriented trade policies, and on sustainability standards	4	2	2	2
18. On assistance to commodity-dependent countries in achieving greater diversification and value addition	4	4	3	3
Seminars, workshops and training events (number of days)	125	171	108	118
19. Seminars on the World Integrated Trade Solution, the Trade Analysis and Information System and non-tariff measures, and sustainability standards	10	10	15	17
20. Seminars and training events on preferential trading arrangements, WTO accession, services policies and frameworks, emerging development challenges in the international trading system and trade, international trade negotiations, and the creative economy	24	38	25	27
21. Workshops on trade, a gender perspective and development	23	48	10	12
22. Workshops on trade, the environment and development	20	32	25	27
23. Workshops on competition and consumer protection laws and policies	20	20	20	22
24. Seminars for supporting commodity-dependent developing countries to formulate strategies and policies and harness development gains, and respond to the challenges and opportunities of commodity markets	10	13	5	5
25. Workshops on the changing international trade landscape and trade costs	1	1	1	1
26. Workshops on challenges and opportunities of international trade for the promotion of sustainable development	12	4	2	2
27. Seminars on the role of competition law and policy and on consumer protection and policy, including ad hoc expert discussion	1	1	1	1
28. Geneva Trade and Development Workshop series, held jointly by UNCTAD, WTO, the University of Geneva and the Graduate Institute of International and Development Studies	4	4	4	4
Publications (number of publications)	35	38	36	35
29. On trade and the environment	6	6	6	6
30. On trade, a gender perspective and development	4	2	4	3
31. On trade, services, the international trading system and the creative economy	7	5	8	6

Section 12 Trade and development

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
32. On trade trends and policy in the international context	8	8	9	9
33. On trade, market efficiency and consumer welfare and on competition and consumer protection policies	4	6	6	6
34. On trade, commodities, economic diversification and value addition	6	11	3	5
Technical materials (number of materials)	12	13	12	12
35. Reports on UNCTAD work on competition and consumer protection policies and on the Global Commodities Forum	2	2	1	2
36. Handbooks and policy briefs on classification of non-tariff measures, the Generalized System of Preferences and effective competition and/or consumer protection agencies	3	3	3	3
37. <i>Manual on Consumer Protection</i>	1	1	1	1
38. Model law on competition	1	1	1	1
39. On competition and consumer protection under the UNCTAD Research Partnership Platform	1	1	1	1
40. UNCTAD, WTO and International Trade Centre publication <i>World Tariff Profiles</i>	1	1	1	1
41. Trade-related aspects of the <i>Sustainable Development Goals Report</i>	1	1	1	1
42. United Nations Forum on Sustainability Standards	–	–	1	–
43. On topics in international trade negotiations	2	3	2	2

C. Substantive deliverables

Consultation, advice and advocacy: (a) on trade-related decision-making to five member States and two regional South-South economic integration groupings; (b) on integration into the global economy and participation in regional and multilateral trade agreements; (c) on integration of trade concerns into national trade and services policies; (d) on cooperation and partnerships for inclusive growth and sustainable development; (e) on trade and a gender perspective; (f) on developing competition and consumer protection frameworks; and (g) on trade and environment issues and creative economy potential for sustainable development.

Databases and substantive digital materials: World Integrated Trade Solution and Trade Analysis and Information System; and online training course on non-tariff measures for approximately 300 people.

D. Communication deliverables

Outreach programmes, special events and information materials: multi-stakeholder meeting on commodities and development; BioTrade Congress; event on trade and a gender perspective; event on illicit trade for more than 100 people; event on the creative economy; lectures and exhibits on issues related to the work of the subprogramme; newsletters on the Generalized System of Preferences and on UNCTAD work on competition and consumer protection; brochures and flyers on trade and a gender perspective and on commodity policy research and implementation and projects; and booklets and fact sheets related to the work of the subprogramme.

External and media relations: press releases and op-ed pieces.

Digital platforms and multimedia content: interactive tools related to national competition and consumer protection laws, commercial diplomacy and dispute settlement; UNCTAD, WTO and International Trade Centre website on trade-related Sustainable Development Goals and indicators; electronic version of the model law on competition; online course on negotiating regional trade agreements for trade in times of crisis and pandemic; and teaching package on trade and a gender perspective.

^a The deliverables under category B are presented with additional details, compared with the proposed programme budget for 2022. The deliverables have not changed.

Subprogramme 4 Technology and logistics

Objective

- 12.60 The objective, to which this subprogramme contributes, is to harness innovation and technology, including e-commerce and the digital economy, improve trade logistics and increase human capacities for inclusive and sustainable trade and development in developing countries and economies in transition.

Strategy

12.61 To contribute to the objective, the subprogramme will:

- (a) Identify and disseminate policy options, good practices and lessons learned in the areas of technology and logistics, to limit the impact of the COVID-19 pandemic and promote resilient and sustainable recovery;
- (b) Provide research and analysis and policy recommendations for capturing value in the digital economy, including through the flagship publication “Digital Economy Report”, and support developing countries in measuring e-commerce and the digital economy;
- (c) Ensure that the interests of developing countries are identified and integrated into international policy dialogues on e-commerce and the digital economy, including through the Intergovernmental Group of Experts on E-commerce and the Digital Economy and the annual E-commerce Week;
- (d) Assist developing countries in systematically assessing their state of play and readiness to engage and integrate into the digital economy, including through eTrade Readiness Assessments and e-commerce strategies, by supporting the improvement of legal frameworks and helping women’s participation in e-commerce;
- (e) Ensure that international debates on science, technology and innovation incorporate the perspectives and priorities of developing countries through the Commission on Science and Technology for Development and the Technology Facilitation Mechanism, among others;
- (f) Inform policies and deliberations on science, technology and innovation for development, especially on frontier technologies, through research and analysis, including the flagship publication *Technology and Innovation Report*, and other reports analysing policy options, including for the Inter-Agency Task Force on Financing for Development;
- (g) Build capacities of member States in science, technology and innovation for development, including through science, technology and innovation policy reviews, support the implementation of technology assessment and foresight exercises, and provide substantive support to the United Nations inter-agency task team on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism;
- (h) Support implementation of trade facilitation reforms, including the WTO Agreement on Trade Facilitation, and enhance its support for the development and the implementation of appropriate legal and regulatory frameworks that reduce trade transaction costs. To that end, the subprogramme will support trade facilitation reforms and automation through the Automated System for Customs Data;
- (i) Provide technical guidance, data and policy recommendations and promote the sharing of best practices on the integration of developing countries into regional and global supply chains and transport networks, including through the flagship publication *Review of Maritime Transport* and other research products, legislative frameworks and capacity-building;
- (j) Foster international policy dialogue on trade logistics issues, ensuring that the interests and specific challenges facing developing countries are addressed in relevant regional and international forums, and in this context continue to address specific trade logistics challenges affecting small island developing States and landlocked developing countries;
- (k) Deliver training courses on key issues on the international economic agenda and the Training Development in the Field of International Trade (TrainForTrade) programme, to enhance capacities of relevant stakeholders and government experts on various aspects of trade policies and interrelated issues of finance, investment, technology and sustainable development, including port management, trade statistics and digital economy;

- (l) Mainstream gender equality considerations and the empowerment of women and girls across the three pillars of the subprogramme, thus contributing to the promotion of inclusive development, with a special focus on enhancing their economic and digital skills and opportunities.

12.62 The above-mentioned work is expected to result in:

- (a) Improved policy formulation at the national, regional and global levels on e-commerce and digital economy for sustainable development;
- (b) Improved coordination among Governments, together with development partners, civil society and the private sector, to implement policies on e-commerce and the digital economy that work for sustainable development;
- (c) Improved knowledge and understanding of policy options by policymakers and international consensus on emerging challenges and opportunities in science, technology and innovation for development;
- (d) Implementation of the outcomes of the World Summit on the Information Society and of the Technology Facilitation Mechanism;
- (e) Increased capacities of member States to harness science, technology and innovation for their national development strategies;
- (f) Improved ability of countries to address key and emerging issues in trade logistics, including maritime transport policies;
- (g) Improved knowledge and capacity of member States to implement trade facilitation reforms, including the WTO Agreement on Trade Facilitation;
- (h) Enhanced capacity of member States to design and implement policies and action aimed at improving the efficiency of trade transactions, as well as the management of transport operations, including through the Automated System for Customs Data programme;
- (i) Increased capacity of policymakers to assess, analyse and formulate policies on key issues on the international economic agenda through the UNCTAD “Paragraph 166” programme² and through the TrainForTrade programme on port management, trade statistics and the digital economy;
- (j) Increased understanding by member States of policy options to mitigate the impact of and accelerate the recovery from the COVID-19 pandemic and other shocks, in the areas of technology and trade logistics.

Programme performance in 2021

Enriched international dialogue on science, technology and innovation for development leading to enhanced cooperation for harnessing technology for the Sustainable Development Goals

12.63 The Commission on Science and Technology for Development is the focal point within the United Nations for science, technology and innovation for development. The work of the Commission is enabled through recognized research (e.g., the UNCTAD *Technology and Innovation Report 2021*, which focused on frontier technologies and inequality) and access to leading scientific expertise. As the secretariat to the Commission, the subprogramme connects technology stakeholders in various development-oriented partnerships. In this context, programmes initiated at the Commission, such as national science, technology and innovation policy reviews, have helped developing countries to strengthen their innovation systems. Commission member States also benefited from partnerships for technological capacity-building, including with scholarships for young female scientists, and capacity-building to use space technologies and big data to monitor crops and improve food security. The subprogramme also facilitated partnerships for training policymakers from developing countries

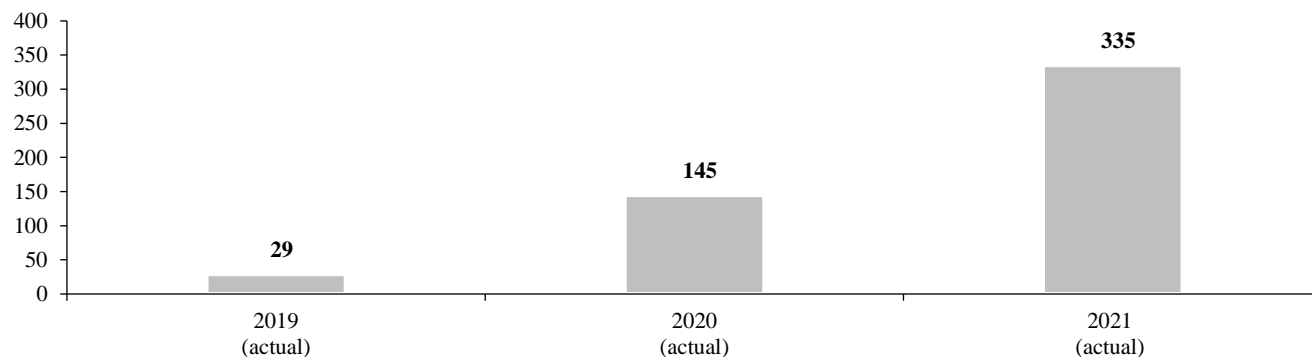
² Refers to paragraph 166 of the Bangkok Plan of Action.

on good practices in technology and innovation policy. Following Commission deliberations in 2021 and its resolution on science, technology and innovation, the subprogramme launched a new project to develop the capacity of science, technology and innovation stakeholders in African countries to conduct technology assessments so that they could make better choices concerning the introduction of frontier technologies to progress towards achieving the Sustainable Development Goals.

12.64 Progress towards the objective is presented in the performance measure below (see figure 12.VI).

Figure 12.VI

Performance measure: number of policymakers in developing countries benefiting from Commission on Science and Technology for Development initiatives



Planned results for 2023

Result 1: strengthened capacity of developing countries to comply with international and regional trade facilitation rules and standards

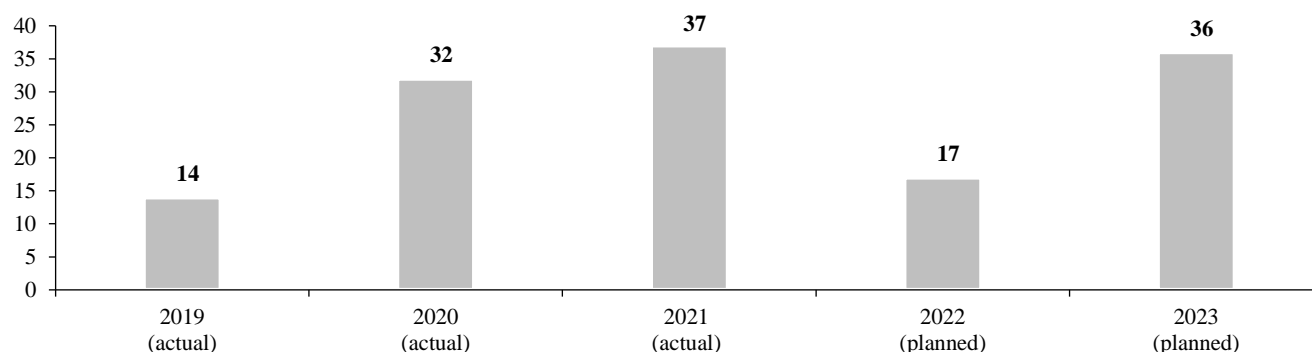
Programme performance in 2021 and target for 2023

12.65 The subprogramme’s work contributed to 37 national trade facilitation committees being assisted by UNCTAD in identifying their national implementation obligations with regard to the WTO Agreement on Trade Facilitation, which exceeded the planned target of 15.

12.66 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 12.VII).

Figure 12.VII

Performance measure: number of national trade facilitation committees assisted by the United Nations Conference on Trade and Development in identifying their national implementation obligations with regard to the Agreement on Trade Facilitation of the World Trade Organization (annual)



Result 2: women digital entrepreneurs empowered to build a more inclusive digital economy

Programme performance in 2021 and target for 2023

- 12.67 The subprogramme’s work contributed to a cumulative total of 200 women digital entrepreneurs from more than 20 developing countries with improved business and leadership skills, acquired by participating in capacity- and community-building activities under the leadership of eTrade for Women Advocates, as well as in policy dialogues with policymakers on digital transformations, which exceeded the planned target of 100.
- 12.68 The subprogramme’s work also contributed to three new communities being established in 2021, in South-East Asia, East Africa and the Balkans, adding to the first eTrade for Women community launched in West Africa in 2020, which met the planned target.
- 12.69 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 12.12).

Table 12.12
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Increased awareness of Governments and the private sector regarding the role of eTrade for Women advocates in building a more inclusive digital economy	Improved business and leadership skills of 50 women digital entrepreneurs participating in eTrade for Women activities	Improved business and leadership skills of a cumulative total of 200 women digital entrepreneurs participating in eTrade for Women activities and three new communities established, in South-East Asia, East Africa and the Balkans	Improved business and leadership skills of a cumulative total of 200 women digital entrepreneurs participating in eTrade for Women activities. At least four eTrade for Women communities active across regions	Improved business and leadership skills of a cumulative total of 300 women digital entrepreneurs participating in eTrade for Women activities. At least four eTrade for Women communities active across regions

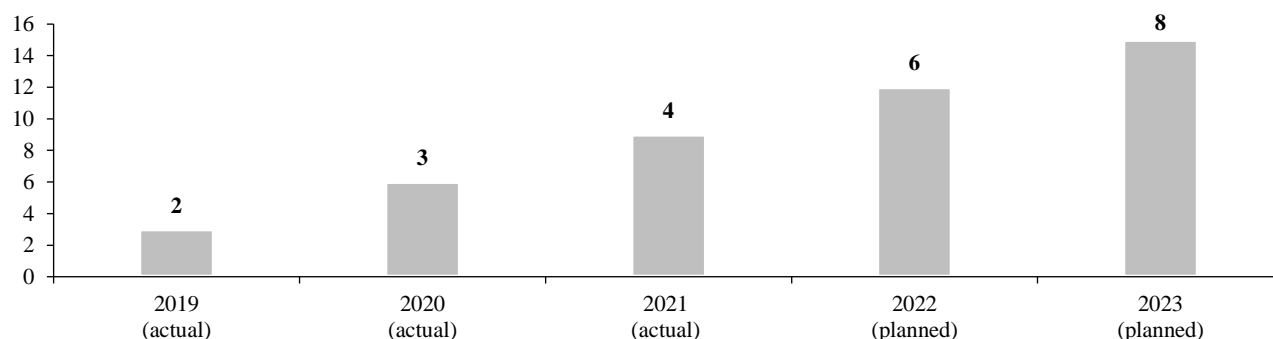
Result 3: Simplified trade procedures through the Automated System for Customs Data Single Window

- 12.70 The UNCTAD Automated System for Customs Data programme, led by the subprogramme, is an integrated customs management system running in more than 100 countries and territories, including 39 least developed countries, 34 small island developing States and 21 landlocked developing countries. It has also created a platform on which to build an electronic Single Window enabling the integration of processes among government agencies, cross-border regulatory agencies and customs, allowing traders to submit import/export paperwork online, through a single interface. Single Window has multiple benefits, including simplifying and streamlining trade procedures and increasing customs revenue for beneficiary countries. The benefit of Single Window further improves with the increase in the number of participating agencies, owing to the enhanced integration of trade-related procedures. In Jamaica, it is expected that Single Window for trade will reduce clearance times to fewer than 29 hours in 2023, compared with approximately 32 hours in 2020, lowering associated costs by 20 per cent. Automated System for Customs Data Single Window projects have been or are being implemented in Burundi, the Comoros, Jamaica, Kazakhstan, Rwanda, Uganda, Vanuatu and Zimbabwe. Barbados, Timor-Leste and Turkmenistan have also recently embarked on implementing Automated System for Customs Data Single Window systems.

Lessons learned and planned change

- 12.71 The lesson for the subprogramme was that, in order to better assess the state of play, impact and associated benefits of the Single Window implementation, it is important to gather and analyse socioeconomic data before starting a trade automation project. In applying the lesson, the Automated System for Customs Data programme will explore ways to bolster analytical capacity to establish baselines, assess socioeconomic impacts and report results more systematically.
- 12.72 Expected progress towards the objective is presented in the performance measure below (see figure 12.VIII).

Figure 12.VIII
Performance measure: number of new border regulatory agencies and partner governmental agencies participating in and benefiting from the Automated System for Customs Data Single Window system



Deliverables

- 12.73 Table 12.13 lists all deliverables of the subprogramme.

Table 12.13
Subprogramme 4: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	22	12	21	20
1. Reports to the General Assembly on the outcomes of the World Summit on the Information Society, and on science and technology for development	2	2	1	2
2. Reports to the Commission on Science and Technology for Development and its intersessional panels	6	6	6	6
3. Background notes and reports for the Trade and Development Board	2	1	2	2
4. Note by the UNCTAD secretariat and reports for the Investment, Enterprise and Development Commission and related expert meetings on issues related to science, technology and innovation	4	1	4	2
5. Note by the UNCTAD secretariat and reports for the Trade and Development Commission and related expert meetings	4	–	4	4
6. Note by the UNCTAD secretariat and reports for the Intergovernmental Group of Experts on E-commerce and the Digital Economy	2	–	2	2
7. Note by the UNCTAD secretariat and reports for the Working Group on Measuring E-commerce and the Digital Economy	2	2	2	2

Section 12 Trade and development

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Substantive services for meetings (number of three-hour meetings)	50	33	49	55
8. Meetings of the General Assembly (Second Committee) and the Economic and Social Council on the follow-up to the World Summit on the Information Society	3	3	2	3
9. Annual session and intersessional expert panels of the Commission on Science and Technology for Development	16	13	16	16
10. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	–	4	–	–
11. Annual and executive sessions of the Trade and Development Board	3	1	3	3
12. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
13. Annual sessions of the Investment, Enterprise and Development Commission and related expert meetings	7	2	7	5
14. Annual sessions of the Trade and Development Commission and related expert meetings on transport, trade logistics and trade facilitation	7	2	7	7
15. Meetings of the Intergovernmental Group of Experts on E-commerce and the Digital Economy	6	–	6	6
16. Meetings of the Working Group on Measuring E-commerce and the Digital Economy	4	4	4	4
17. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism (with the Department of Economic and Social Affairs of the Secretariat)	2	2	2	2
18. Meetings for E-commerce Week	–	–	–	6
19. Meetings of the global trade and transport facilitation forum	–	–	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	32	32	32	32
20. Training Development in the Field of International Trade (TrainForTrade) capacity-building programme: port management; issues related to trade, including e-commerce and statistics; and pedagogical methodology	7	7	7	7
21. National, regional and interregional projects on transport and related services, including the Automated System for Customs Data	22	22	22	22
22. Transport, trade facilitation and trade logistics	2	2	2	2
23. E-commerce and the digital economy	1	1	1	1
Seminars, workshops and training events (number of days)	458	448	404	406
24. Training events for trainers: TrainForTrade train-the-trainer events	55	40	–	–
25. Training events for trainers TrainForTrade national delivery workshops	260	260	300	300
26. Seminars, workshops, fellowships and training events on transport, trade logistics and trade facilitation	80	91	52	52
27. Seminar on transport, trade logistics and trade facilitation, including ad hoc expert discussions	1	1	1	1
28. Seminar on the role of technology (including information and communications technology) and innovation in development, including for the operationalization of technology transfer, including ad hoc expert discussions	1	1	1	1
29. Seminars, workshops and training events on e-commerce and the digital economy for development, including on information economy statistics, economic, technical, legal and regulatory aspects of e-commerce and the digital economy for development and e-commerce, and measuring the digital economy and eTrade for Women	10	10	10	12
30. Training courses on key issues on the international economic agenda (paragraph 166 of the Bangkok Plan of Action), regional and short courses	36	30	25	25
31. Seminars, workshops and training events on science, technology and innovation and development	15	15	15	15

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<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Publications (number of publications)	25	17	19	17
32. <i>Technology and Innovation Report</i> and overview	–	–	1	–
33. <i>Digital Economy Report</i> and overview	1	1	–	1
34. <i>Review of Maritime Transport</i> and overview	1	1	1	1
35. Science, technology and innovation policy reviews	3	3	2	2
36. E-commerce strategies	3	2	2	2
37. <i>Current Studies on Science, Technology and Innovation</i> series	2	2	2	1
38. Transport and trade logistics and transport and trade facilitation series	2	2	2	2
39. Thematic reports on e-commerce and the digital economy, including statistics, Cyberlaw and a gender perspective	2	3	1	2
40. TrainForTrade <i>Port Management</i> series	1	1	1	1
41. eTrade Readiness Assessments	10	2	7	5
Technical materials (number of materials)	12	13	12	12
42. Policy briefs on the following topics: science, technology and innovation; e-commerce and the digital economy; and trade logistics	4	4	4	4
43. Automated System for Customs Data annual report	1	1	1	1
44. <i>Year in Review</i> of the e-commerce and digital economy programme	1	1	1	1
45. Technical notes on information and communications technology (including e-commerce and the digital economy) for development	2	3	2	2
46. Technical notes on trade facilitation	1	1	1	1
47. Background notes for the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	1	1	1
48. Economic and maritime country profiles	1	1	1	1
49. Report of the UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development	1	1	1	–
50. Technical note on science, technology and innovation for development	–	–	–	1

C. Substantive deliverables

Consultation, advice and advocacy: Africa E-commerce Week; multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals; sessions of the UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development; and policy advice on science, technology and innovation policies for development, policy and practical aspects of e-commerce and the digital economy, transport policies and international legal instrument standards and rules related to the facilitation of international trade, transport and transport security for port operators and the eTrade for All initiative.

Databases and substantive digital materials: UNCTAD platform for learning and capacity-building managed by the TrainForTrade programme, which trains approximately 1,500 beneficiaries per year; port performance statistics platform; online repository on national trade facilitation committees; Global Cyberlaw Tracker; online e-learning modules for the courses on key issues on the international economic agenda, for 200 users annually; online platform for sustainable freight transport; and eTrade for All online platform.

D. Communication deliverables

Outreach programmes, special events and information materials: newsletters on ASYCUDA and eTrade for All for more than 2,000 recipients and transport and trade facilitation for more than 5,000 recipients, STI Digest newsletter, brochures, flyers and information kits.

External and media relations: press releases, press briefings, interviews, press conferences and news items related to the issuance of major publications under the subprogramme and the organization of important events.

Digital platforms and multimedia content: TrainForTrade; Commission on Science and Technology for Development; Automated System for Customs Data and paragraph 166 of the Bangkok Plan of Action website; eTrade for All Platform; and online platforms for innovation policy learning.

Subprogramme 5

Africa, least developed countries and special programmes

Objective

- 12.74 The objective, to which this subprogramme contributes, is to enhance the effective integration of Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through fostering sustainable structural transformation, reducing vulnerabilities and developing domestic productive capacities in the targeted groups.

Strategy

- 12.75 To contribute to the objective, the subprogramme will:
- (a) Carry out research and technical cooperation activities to diversify the export and productive structures of the above-mentioned countries, including through contributions to reports of the Secretary-General to the General Assembly and the reports on the implementation and follow-up of relevant agendas;
 - (b) Implement technical cooperation programmes to promote structural transformation through diversification;
 - (c) Advocate consensus in the international development community regarding the policy measures that best address the sustainable development problems of least developed countries, small island developing States and landlocked developing countries, including at the multilateral level, through the identification of new approaches, training and capacity-building workshops, as well as greater interaction with research institutes in least developed countries and with development partners;
 - (d) Strengthen efforts to provide domestic policy support and capacity-building to the targeted groups derived from its innovative research and analysis and technical support;
 - (e) Increase the availability of strategic policy-based options aimed at enhancing domestic productive capacities and structural transformation for sustainable development in developing countries and facilitate their implementation through the development of demand-driven technical cooperation and programmatic support within its areas of expertise;
 - (f) Provide support to the least developed countries, which are either in the process of graduation or recently graduated from the least developed country category, to ensure a smooth transition towards their new status;
 - (g) Broaden its country-based technical support to include aspects such as national strategies for the development of productive capacities and structural transformation, rules of origin, inequality and vulnerability, enhanced market access and preference utilization, value addition in strategic products and geographical indications, which will help member States, in particular least developed countries and other groups of countries in special situations, to make progress towards the achievement of Sustainable Development Goals 9 and 17;
 - (h) Support member States in addressing the socioeconomic impact of COVID-19 on economies in target countries, through research work and technical cooperation, in order to facilitate specific policy design and implementation in the short, medium and long term aimed at building resilience to future economic shocks;
 - (i) Support African countries in addressing their special concerns and needs, including as articulated in the New Partnership for Africa's Development and in Agenda 2063: The Africa We Want, as well as to contribute to the implementation of the African Continental Free Trade Area, most notably through research, technical cooperation and targeted policy advice.

- 12.76 The above-mentioned work is expected to result in:
- (a) Greater structural transformation and inclusive growth in beneficiary countries;
 - (b) Improved development policy formulation and implementation capacities of member States, including capacities to account for current and future shocks, reduce exposure to external shocks and build resilience;
 - (c) Improved development policy formulation and implementation capacities in countries with specific needs for more effective technical cooperation strategies;
 - (d) Strengthened capacity of member States to implement the African Continental Free Trade Area.

Programme performance in 2021

Enhanced understanding of policymakers of debt, economic diversification and natural resources challenges in small island developing States

- 12.77 The subprogramme has conducted targeted policy-oriented research, “Building resilience in small island developing States: a compendium of research”. The compendium expanded the knowledge of policymakers on the issues of debt, economic diversification, post-COVID tourism revenue and the potential development of products in a freshwater scarcity environment. By providing a unique perspective on challenges facing small island developing States, the compendium served as a useful analytical tool and enabled the policymakers to formulate policies and plan their next steps in the economic development of small island developing States.
- 12.78 Progress towards the objective is presented in the performance measure below (see table 12.14).

Table 12.14

Enhanced understanding of policymakers of debt, economic diversification, and water resource issues in small island developing States

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>
–	To address the negative impact of COVID-19 on small island developing States’ tourism-related revenue, simulation-related research is initiated to drive targeted policy measures	Policymakers from small island developing States are better equipped to address their specific challenges owing to available evidence-based research and policy recommendations on issues of debt, economic diversification, tourism and the development of products in a freshwater scarcity environment

Planned results for 2023

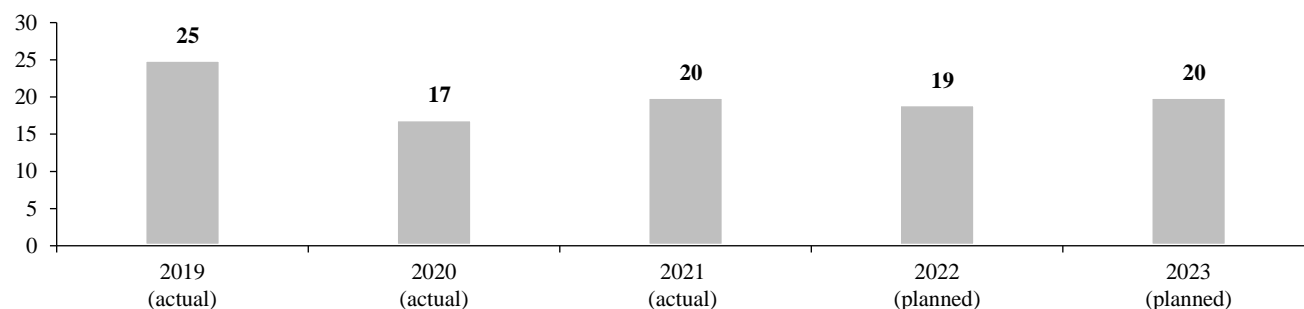
Result 1: building economic resilience in the least developed countries

Programme performance in 2021 and target for 2023

- 12.79 The subprogramme’s work contributed to an estimated 20 least developed countries that have achieved a reduction in their export concentration index, which did not meet the planned target of 28 least developed countries experiencing a reduction in their export concentration index. The target was not met owing to the negative effects of the COVID-19 pandemic on the countries’ economic outputs, resulting in a reconcentration of exports, greater unemployment and higher poverty rates.
- 12.80 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 12.IX).

Figure 12.IX

Performance measure: number of least developed countries experiencing a reduction in their export concentration index (annual)



Note: The performance measure for 2021 is estimated, given that data for 2021 were not available at the time of preparing the present report.

Result 2: improved participation of African countries in regional and global value chains

Programme performance in 2021 and target for 2023

- 12.81 The subprogramme's work contributed to the assessment of the regional customs network for transit trade (SIGMAT) in Burkina Faso and the Niger and the evaluation of cross-border performance in the Malanville border post, between Benin and the Niger, resulting in a road map for a functional inter-State transit programme and in support of the activities related to the inter-State transit programme in the region, which met the planned target of an inventory of existing protocols for inter-State road transit in Benin, Burkina Faso and the Niger.
- 12.82 The subprogramme's work also supported activities related to the road map for a functional inter-State transit programme in the region, which did not meet the planned target of validation by the beneficiary countries, through the established interministerial working group, owing to delays caused by the COVID-19 pandemic.
- 12.83 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 12.15).

Table 12.15

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Recognition by the ministries of commerce, transport and planning, chambers of commerce and private sector actors of the need for a transit and transport coordination mechanism due to UNCTAD raising awareness of the issue	Raising awareness among the beneficiary countries through the established interministerial working group to the benefits arising from implementation of the regional convention on transit (ECOWAS Convention relating to Inter-States Road Transit of Goods) and the WTO Agreement on Trade Facilitation	Assessment of the regional customs network for transit trade (SIGMAT) in Burkina Faso and the Niger and evaluation of cross-border performance in Malanville border post (between Benin and the Niger), and the subprogramme supported activities related to the road map for a functional inter-State transit programme in the region	Increase in inter-State trade between the three beneficiary countries (Benin, Burkina Faso and the Niger) resulting from UNCTAD policy guidance and advisory support made available for the coordinated implementation of inter-State transit and transport policies	Enhanced management of joint border post among the three beneficiary countries (Benin, Burkina Faso and the Niger) and an enhanced understanding of the domestic reforms for implementation of the regional convention on transit (ECOWAS Convention relating to Inter-States Road Transit of Goods) and the WTO Agreement on Trade Facilitation

Result 3: enhanced understanding of the challenges and opportunities to foster productive capacities and structural transformation in countries with special needs

Proposed programme plan for 2023

- 12.84 Institutional mechanisms to systematically evaluate, monitor and diagnose the evolution of the level of productive capacities are not developed in targeted beneficiary countries, leading to a gap between the present productive development challenges and national and regional strategies, policy guidelines, frameworks and recommendations to address them. The subprogramme, using the UNCTAD productive capacities index, is enabling countries to formulate and implement policies that are better tailored to national circumstances.

Lessons learned and planned change

- 12.85 The lesson for the subprogramme was that the implementation of targeted policies by developing countries, in particular least developed countries, to undertake their productive transformation and achieve structural transformation was lacking a systematic assessment of the specific productive capacities gap, affecting their development. In applying the lesson, the subprogramme began to operationalize the UNCTAD productive capacities index through national and regional productive capacities gap assessments that will allow countries to enhance their capability to develop, maintain and utilize productive capacities, in line with the Bridgetown Covenant and relevant ministerial declarations of least developed countries and landlocked developing countries.
- 12.86 Expected progress towards the objective is presented in the performance measure below (see table 12.16).

Table 12.16

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Lack of understanding and awareness by national and regional authorities of gaps and limitations to productive capacities development due to insufficient policy-oriented methodologies to assess gaps and data-driven tools to measure productive capacities gaps	Enhanced awareness by national and regional policymakers of the challenges and areas where productive capacities are lagging, with the support of the UNCTAD productive capacities index	The UNCTAD productive capacities index made available for all countries on a dedicated web portal, and the subprogramme developed a coherent structure for national and regional productive capacities gap assessments	<ul style="list-style-type: none"> National and regional productive capacities gap assessments are undertaken, utilizing the productive capacities index and related analysis of national policies and programmes, for at least five countries Countries design and validate policies and programmes to address the identified gaps and limitations to the building and use of productive capacities 	National and regional productive capacities gap assessments are used as input to the General Assembly-mandated vulnerability profiles of those countries found eligible to leave the least developed country category for the first time

Deliverables

12.87 Table 12.17 lists all deliverables of the subprogramme.

Table 12.17

Subprogramme 5: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	5	4	7
1. Reports for the Economic and Social Council, including on vulnerability profiles	5	4	1	5
2. Reports for the Trade and Development Board, including the overviews of the <i>Economic Development in Africa Report</i> , on UNCTAD-wide activities for least developed countries, UNCTAD-wide activities in favour of Africa and the implementation of the outcome of the second United Nations Conference on Landlocked Developing Countries	4	1	3	2
Substantive services for meetings (number of three-hour meetings)	8	8	9	9
3. Meetings of the General Assembly and the Economic and Social Council and its Committee for Development Policy	1	2	2	2
4. Annual and executive sessions of the Trade and Development Board	5	4	5	5
5. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	7	2
6. On trade, transit and development to build national capacity	2	2	5	1
7. On the Enhanced Integrated Framework	2	2	2	1
Seminars, workshops and training events (number of days)	18	32	25	26
8. Workshops on trade issues relevant to least developed countries, including on duty-free and quota-free market access, diagnostic trade integration study and post-diagnostic trade integration study and trade activities under the Enhanced Integrated Framework and structural transformation and progress towards post-least developing country status	14	22	14	13
9. Workshops on the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, issues of thematic or sectoral relevance to landlocked developing countries, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, the agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, and trade and poverty	3	8	9	10
10. Workshops on matters relevant to development in least developed countries and Africa	1	2	2	3
Publications (number of publications)	10	10	12	14
11. <i>The Least Developed Countries Report</i> and its overview	2	2	2	2
12. The <i>Economic Development in Africa Report</i> and its overview	1	1	1	2
13. Report on building and measuring productive capacities	–	–	1	3
14. Report on enhancing coherence between trade and industrial strategies for poverty alleviation in Africa and a special issues paper on Africa	1	1	1	2
15. Analytical studies on duty-free and quota-free market access and rules of origin	1	1	1	1
16. Lessons learned on geographical indications and related analysis for least developed countries	2	2	1	–
17. Sectoral, statistical and thematic issues of interest for landlocked developing countries: policy implications for the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the Sustainable Development Goals	2	2	1	1

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Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
18. Challenges faced by least developed countries in terms of achieving the Sustainable Development Goals and actions to take in the context of the final appraisal of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020	1	1	–	–
19. Research papers on economic development issues in least developed countries and Africa	–	–	4	3
Technical materials (number of materials)	6	5	8	8
20. Technical material on trade and poverty	2	2	2	2
21. Technical material on trade and development in vulnerable economies, including small island developing States	2	1	4	6
22. Enhanced Integrated Framework-related documents, including on transit, transport and trade facilitation	2	2	2	–

C. Substantive deliverables

Consultation, advice and advocacy: policy advice: (a) to ministries of trade, transport and planning on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and to national statistical offices on measuring productive capacities for landlocked developing countries; (b) on smooth transition strategies for graduating and graduated least developed countries; (c) on trade and development issues for small island developing States, landlocked developing countries and African countries; and (d) on trade issues relevant to least developed countries, including duty-free and quota-free market access, to least developed countries and the Enhanced Integrated Framework; consultations on UNCTAD activities related to the New Partnership for Africa’s Development; and consultations with United Nations partner agencies and African countries for the implementation of the Third Industrial Development Decade for Africa.

D. Communication deliverables

Outreach programmes, special events and information materials: lectures on issues related to least developed countries and African development, globalization, development strategies and policy coherence for the benefit of member States, for a minimum of 100 participants; and policy briefs related to *The Least Developed Countries Report* and the *Economic Development in Africa Report*.

External and media relations: press releases on *The Least Developed Countries Report* and the *Economic Development in Africa Report*, opinion pieces on salient policy recommendations from the flagship reports and other topical research, press conferences on *The Least Developed Countries Report* and the *Economic Development in Africa Report* and interviews on research results and policy proposals.

B. Proposed post and non-post resource requirements for 2023

Overview

12.88 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 12.18 to 12.20.

Table 12.18

Overall: evolution of financial resources by object of expenditure^a

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post	65 347.1	66 258.0	307.8	610.8	229.9	1 148.5	1.7	67 406.5	
Other staff costs	736.1	651.7	–	–	–	–	–	651.7	
Hospitality	2.7	8.8	–	–	–	–	–	8.8	
Consultants	640.8	329.3	–	–	–	–	–	329.3	
Experts	1.2	248.1	–	90.0	3.7	93.7	37.8	341.8	
Travel of representatives	–	177.5	–	–	–	–	–	177.5	
Travel of staff	75.3	377.8	–	36.5	55.0	91.5	24.2	469.3	
Contractual services	1 372.2	821.6	–	20.0	16.3	36.3	4.4	857.9	
General operating expenses	1 880.9	1 711.1	–	–	–	–	–	1 711.1	
Supplies and materials	145.0	276.2	–	–	–	–	–	276.2	
Furniture and equipment	92.8	414.7	–	–	–	–	–	414.7	
Grants and contributions	8.3	–	–	–	–	–	–	–	
Total	70 302.4	71 274.8	307.8	757.3	304.9	1 370.0	1.9	72 644.8	

^a At the time of reporting, the expenditures presented in this tables and in 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 2022.

Table 12.19

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	379	1 USG, 1 ASG, 5 D-2, 20 D-1, 51 P-5, 64 P-4, 73 P-3, 32 P-2/1, 10 GS (PL), 122 GS (OL)
Establishment	9	1 P-3 in executive direction and management 1 P-4 and 2 P-3 in subprogramme 1 3 P-4 and 1 P-3 in subprogramme 4 1 P-3 in subprogramme 5
Redeployment	–	1 D-1 from executive direction and management to subprogramme 4 1 D-1, 1 P-5, 3 P-3, 1 P-2, 3 GS (PL) and 9 GS (OL) from subprogramme 1 to executive direction and management
Reassignment	–	1 GS (OL), in subprogramme 2
Proposed for 2023	388	1 USG, 1 ASG, 5 D-2, 20 D-1, 51 P-5, 68 P-4, 78 P-3, 32 P-2/1, 10 GS (PL), 122 GS (OL)

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Table 12.20
Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	Changes				Total	2023 proposed
	2022 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	5	–	–	–	–	5
D-1	20	–	–	–	–	20
P-5	51	–	–	–	–	51
P-4	64	–	3	1	4	68
P-3	73	–	3	2	5	78
P-2/1	32	–	–	–	–	32
Subtotal	247	–	6	3	9	256
General Service and related						
GS (PL)	10	–	–	–	–	10
GS (OL)	122	–	–	–	–	122
Subtotal	132	–	–	–	–	132
Total	379	–	6	3	9	388

^a Includes four temporary posts (1 Senior Economic Affairs Officer (P-5), 2 Economic Affairs Officers (P-4) and 1 Economic Affairs Officer (P-3)).

12.89 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 12.21 to 12.23 and figure 12.X.

12.90 As reflected in tables 12.21 (1) and 12.22 (1), the overall resources proposed for 2023 amount to \$72,644,800 before recosting, reflecting a net increase of \$1,370,000 (or 1.9 per cent) compared with the appropriation for 2022. Resource changes result from three factors, namely: (a) technical adjustments; (b) new and expanded mandates; and (c) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Section 12 Trade and development

Table 12.21

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
A. Policymaking organs	87.2	192.6	–	–	–	–	–	192.6
B. Executive direction and management	5 445.7	5 434.6	–	93.6	2 710.5	2 804.1	51.6	8 238.7
C. Programme of work								
1. Globalization, interdependence and development	10 706.0	11 258.4	–	140.1	(2 715.1)	(2 575.0)	(22.9)	8 683.4
2. Investment and enterprise	12 419.5	13 392.1	–	–	(67.3)	(67.3)	(0.5)	13 324.8
3. International trade and commodities	13 719.1	14 761.1	–	–	35.0	35.0	0.2	14 796.1
4. Technology and logistics	9 197.1	8 479.8	153.9	523.6	248.2	925.7	10.9	9 405.5
5. Africa, least developed countries and special programmes	4 625.1	4 914.1	67.3	–	93.6	160.9	3.3	5 075.0
Subtotal, C	50 666.8	52 805.5	221.2	663.7	(2 405.6)	(1 520.7)	(2.9)	51 284.8
D. Programme support	14 102.8	12 842.1	86.6	–	–	86.6	0.7	12 928.7
Subtotal, 1	70 302.4	71 274.8	307.8	757.3	304.9	1 370.0	1.9	72 644.8

(2) *Extrabudgetary*

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	758.4	958.4	–	–	958.4
C. Programme of work					
1. Globalization, interdependence and development	6 463.7	6 463.7	–	–	6 463.7
2. Investment and enterprise	2 616.5	2 616.5	–	–	2 616.5
3. International trade and commodities	3 142.3	3 142.3	–	–	3 142.3
4. Technology and logistics	25 991.0	25 791.0	–	–	25 791.0
5. Africa, least developed countries and special programmes	1 329.9	1 329.9	–	–	1 329.9
Subtotal, C	39 543.4	39 343.4	–	–	39 343.4
D. Programme support	4 246.4	4 246.4	–	–	4 246.4
Subtotal, 2	44 548.2	44 548.2	–	–	44 548.2
Total	114 850.6	115 823.0	1 370.0	1.2	117 193.00

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Table 12.22

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2022 approved	Changes			Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	30	–	1	17	18	48
C. Programme of work						
1. Globalization, interdependence and development	62	–	1	(16)	(15)	47
2. Investment and enterprise	75	–	–	–	–	75
3. International trade and commodities	82	–	–	–	–	82
4. Technology and logistics	49	–	4	1	5	54
5. Africa, least developed countries and special programmes	26	–	–	1	1	27
Subtotal, C	294	–	5	(14)	(9)	285
D. Programme support	55	–	–	–	–	55
Subtotal, 1	379	–	6	3	9	388

(2) *Extrabudgetary*

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	1	–	1
C. Programme of work			
1. Globalization, interdependence and development	–	–	–
2. Investment and enterprise	–	–	–
3. International trade and commodities	–	–	–
4. Technology and logistics	1	–	1
5. Africa, least developed countries and special programmes	–	–	–
Subtotal, C	2	–	2
D. Programme support	13	–	13
Subtotal, 2	15	–	15
Total	394	9	403

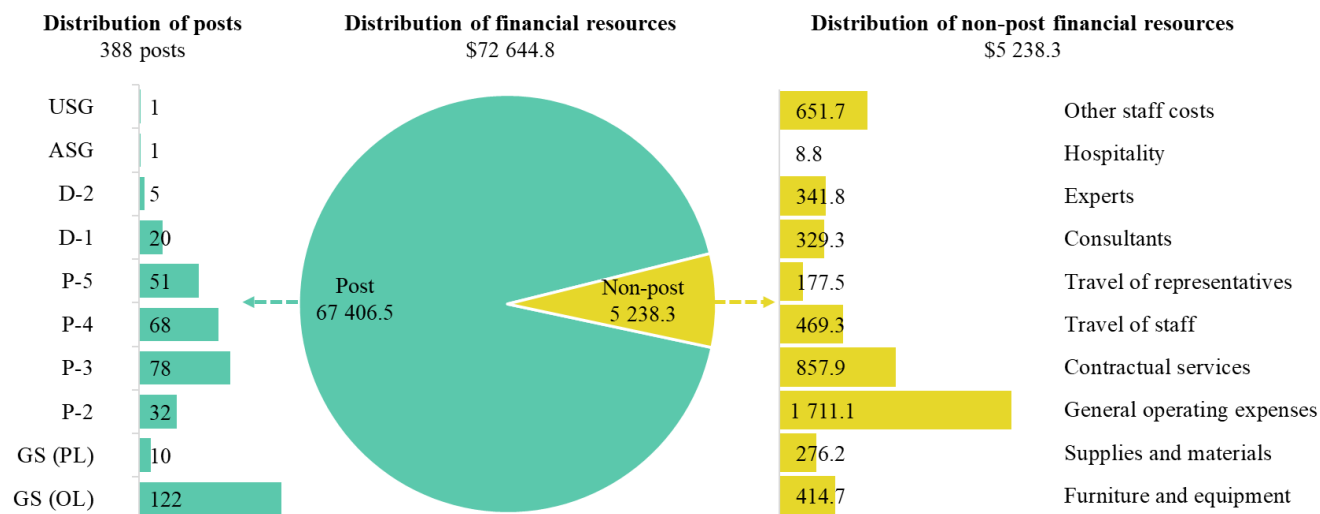
Table 12.23
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
Financial resources by main category of expenditure								
Post	65 347.1	66 258.0	307.8	610.8	229.9	1 148.5	1.7	67 406.5
Non-post	4 955.4	5 016.8	–	146.5	75.0	221.5	4.4	5 238.3
Total	70 302.4	71 274.8	307.8	757.3	304.9	1 370.0	1.9	72 644.8
Post resources by category								
Professional and higher		247	–	6	3	9	3.6	256
General Service and related		132	–	–	–	–	–	132
Total		379	–	6	3	9	2.4	388

Figure 12.X
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

12.91 As reflected in table 12.21 (1), resource changes reflect a net increase of \$307,800, related to the delayed impact of the reassignment of posts in 2022, which were subject to a 50 per cent vacancy rate in accordance with the established practice for reassigned posts, as follows:

- (a) **Subprogramme 4, Technology and logistics (increase of \$153,900).** One Programme Management Officer (P-4) was reassigned as an Economic Affairs Officer and one Staff Assistant (General Service (Other level)) was reassigned as a Statistics Assistant;

- (b) **Subprogramme 5, Africa, least developed countries and special programmes (increase of \$67,300).** One Research Assistant (General Service (Other level)) was reassigned as a Staff Assistant;
- (c) **Programme support (increase of \$86,600).** One Public Information Officer (P-4) was reassigned as an Intergovernmental Affairs Officer.

New and expanded mandates

12.92 The General Assembly, in its resolution [76/245](#), requested the Secretary-General to include relevant proposals for implementation of the Bridgetown Covenant ([TD/541/Add.2](#)) adopted at the fifteenth session of the United Nations Conference on Trade and Development. Accordingly, and as reflected in table 12.21 (1), resource changes reflect an increase of \$757,300, related to requirements for the implementation of mandates under the Covenant, in which UNCTAD is requested, inter alia, to: reinforce its work through its three pillars to support implementation of trade facilitation reforms, including the Agreement on Trade Facilitation of the World Trade Organization, and enhance its support to the development and the implementation of appropriate legal and regulatory frameworks that reduce trade transaction costs; strengthen its programme of assistance to the Palestinian people with adequate resources and effective operational activities, including relevant studies as part of the international community's commitment to building an independent Palestinian State; and strengthen the work on assisting developing countries to systematically assess their state of play and readiness to engage and integrate into the digital economy, thus contributing to the closing of the digital divide. The distribution across the components and subprogrammes is as follows:

- (a) **Executive direction and management.** The increase of \$93,600 reflects the proposed establishment of a Statistician (P-3) post, related to the strengthening of the work of UNCTAD in relation to developing countries and the digital economy, as reflected in annex II;
- (b) **Subprogramme 1, Globalization, interdependence and development.** The increase of \$140,100 reflects the proposed establishment of one Economic Affairs Officer (P-3) post (\$93,600), as reflected in annex II, and non-post resources (\$20,000 under experts, \$6,500 under travel of staff and \$20,000 under contractual services), related to the strengthening of the UNCTAD programme of assistance to the Palestinian people, including relevant studies;
- (c) **Subprogramme 4, Technology and logistics.** The increase of \$523,600 reflects the proposed establishment of four posts: three Economic Affairs Officer (P-4) posts (two related to strengthening the work of UNCTAD in relation to the digital economy and one to enhancing the support of UNCTAD for legal and regulatory frameworks that reduce trade transaction costs), and one Economic Affairs Officer (P-3) post related to strengthening the work of UNCTAD in relation to the digital economy (\$423,600), as reflected in annex II, and non-post resources (\$70,000 under experts and \$30,000 under travel of staff).

Other changes

12.93 As reflected in table 12.21 (1), resource changes reflect a net increase of \$304,900, related to the revitalization of the work of UNCTAD to make the organization more fit for purpose and serve the needs of its member States in the triple context of the implementation of the Bridgetown Covenant, uneven recovery from the COVID-19 pandemic and the enduring urgency and pertinence of the 2030 Agenda. The proposed changes would help to address critical areas for a new development economics narrative by furthering support for developing countries, amplifying win-win situations, redirecting trade-offs and fully integrating the environment and climate change into a development perspective. The breakdown of changes is as follows:

- (a) **Executive direction and management.** The net increase of \$2,710,500 relates to the proposed establishment of the Statistics Service, including the inward redeployment of 18 statistics-related posts (1 D-1, 1 P-5, 3 P-3, 1 P-2, 3 General Service (Principal level) and 9 General Service (Other level)) from the Division on Globalization and Development Strategies, under subprogramme 1, and the outward redeployment of a Chief of Service (D-1) post to the Division on Technology and Logistics, under subprogramme 4 (net increase under post

resources of \$2,649,400), as reflected in annex II, and the inward redeployment of non-post resources (\$21,100 under consultants and \$40,000 under travel of staff). Justification for the proposed establishment of the Statistics Service is provided in annex I;

- (b) **Subprogramme 1, Globalization, interdependence and development.** The net decrease of \$2,715,100 reflects the proposed outward redeployment of 18 posts offset in part by the establishment of two posts, one Economic Affairs Officer (P-4) post and one Economic Affairs Officer (P-3) post (net decrease under post resources of \$2,694,000), to strengthen work on external debt sustainability and illicit financial flows, as reflected in annex II, and a decrease of \$21,100 under consultants, related to the outward redeployment of statistics-related functions, in order to establish the cross-cutting Statistics Service under executive direction and management;
- (c) **Subprogramme 2, Investment and enterprise.** The decrease of \$67,300 relates to the proposed reassignment, as reflected in annex II, of one Programme Management Assistant (General Service (Other level)) post to Graphic Design Assistant, which is subject to a 50 per cent vacancy rate in accordance with the established practice;
- (d) **Subprogramme 3, International trade and commodities.** The increase of \$35,000, under experts (\$3,700), travel of staff (\$15,000) and contractual services (\$16,300), reflects the increased requirements of organizing meetings with external participants, making arrangements for their attendance at conferences and printing materials related to competition and consumer policies;
- (e) **Subprogramme 4, Technology and logistics.** The increase of \$248,200 relates to the proposed inward redeployment of one Chief of Service (D-1) post from executive direction and management, the Office of the Secretary-General, as reflected in annex II;
- (f) **Subprogramme 5, Africa, least developed countries and special programmes.** The increase of \$93,600 relates to the proposed establishment of an Economic Affairs Officer (P-3) post, as reflected in annex II.

Extrabudgetary resources

- 12.94 As reflected in tables 12.21 (2) and 12.22 (2), UNCTAD expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2023, extrabudgetary resources are estimated at \$44,548,200 and would provide for 15 posts, as presented in table 12.22 (2). Extrabudgetary resources represent 38.0 per cent of the total resources for this section.
- 12.95 The extrabudgetary resources under this section are subject to the oversight of UNCTAD, which has delegated authority from the Secretary-General.

Policymaking organs

- 12.96 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes, the servicing of which is the responsibility of UNCTAD. The provisions for experts serving on committees in their individual capacity are in accordance with Assembly resolution [46/235](#), while the provisions for members of the functional commissions are in accordance with Assembly resolution [49/130](#). Table 12.24 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Part IV International cooperation for development

**Table 12.24
Policymaking organs**

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
Commission on Science and Technology for Development	The Commission meets annually and provides overall direction to the related programme of work. It receives specialized and technical advice from ad hoc panels and workshops that meet between sessions of the Commission to examine specific issues on science and technology for development. The UNCTAD secretariat provides substantive support to the Commission.	Mandate: General Assembly resolution 46/235 Membership: 43 government experts One session per year One intersessional panel per year	146.4	146.4
Investment, Enterprise and Development Commission	The Commission deals with issues related to investment, technology and related financial issues, as well as enterprise and information and communications technology issues. It is assisted by 16 expert advisers, serving in their individual capacity and selected from both developed and developing countries. It is open to all States members of UNCTAD and has a standing subsidiary expert body, namely, the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting.	Mandate: General Assembly resolution 49/130 TD/442 , TD/442/Corr.1 and TD/442/Corr.2 (Accra Accord), para. 202 Membership: 16 experts One session per year	31.1	31.1
Quadrennial session of UNCTAD	The General Assembly determines the dates and the location of the sessions of UNCTAD, taking into account the recommendations of the Conference or the Trade and Development Board. The fifteenth session of the Conference was held in 2021. Consultations with member States on issues and mandates will continue.	Mandate: General Assembly resolution 1995 (XIX) , para. 2 Held every four years	15.1	15.1
Total			192.6	192.6

12.97 The proposed regular budget resources for 2023 amount to \$192,600 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 12.25 and figure 12.XI.

**Table 12.25
Policymaking organs: evolution of financial resources**

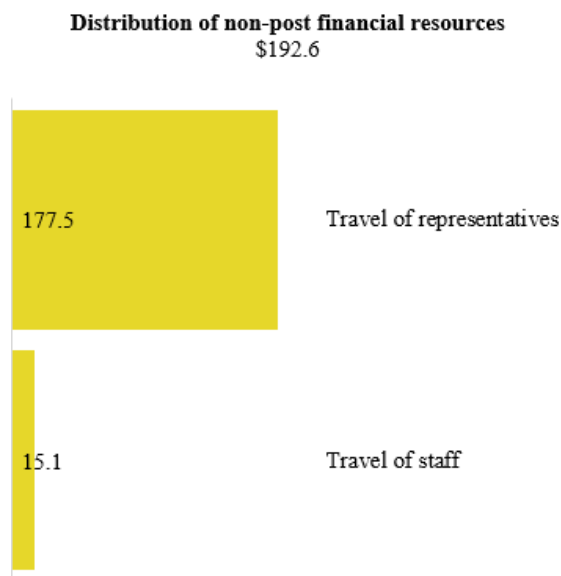
(Thousands of United States dollars)

	<i>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>					<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Non-post	87.2	192.6	–	–	–	–	–	192.6
Total	87.2	192.6	–	–	–	–	–	192.6

Figure 12.XI

Policymaking organs: distribution of proposed resources for 2023 (before recosting)

(Thousands of United States dollars)

**Executive direction and management**

- 12.98 The Office of the Secretary-General of UNCTAD coordinates cross-cutting institutional processes, such as the systematic inclusion of gender equality aspects in all areas of the work of UNCTAD and reaching gender parity in staff. To that end, the Office of the Secretary-General is coordinating the Gender Task Force, which is chaired by the Deputy Secretary-General of UNCTAD and is mandated to improve and better coordinate gender mainstreaming activities, including by appointing, for each UNCTAD subprogramme, gender focal points whose responsibilities include reviewing and clearing trust fund project documents from a gender mainstreaming perspective. The Statistics Coordination Task Force, chaired by the Deputy Secretary-General of UNCTAD, which has the mandate to improve the coordination of statistical activities in UNCTAD and to exploit synergies, sets strategic priorities for UNCTAD statistics and coordinates statistical activities, including production, dissemination and capacity development.
- 12.99 The Communications and External Relations Section is charged with the planning and delivery of UNCTAD media outreach and external relations activities, web content management, civil society liaison and implementation of the communications strategy, including the production and dissemination of information and media products targeted to specific audiences. The Section is responsible for the effective and timely maintenance and operational monitoring of the content on the UNCTAD multilingual website and the implementation of the UNCTAD web strategy. It also promotes cooperation and working relationships with civil society organizations, including NGOs, trade unions, academia and intergovernmental organizations, and carries out fundraising and intergovernmental liaison activities in respect of civil society work.
- 12.100 The Evaluation Unit coordinates and conducts activities that serve to ensure and enhance the quality and resonance of UNCTAD programmes and projects, by providing internal oversight, including oversight and management of external evaluations mandated by the Trade and Development Board, oversight and management of project evaluations funded by the United Nations Development Account and external evaluations required by contribution agreements. The Unit provides strategic support and advice to the management on oversight, self-assessments and self-evaluations.

- 12.101 The Statistics Service is responsible for supporting the coordination, standardization and coherence of statistical activities throughout the organization, and conducting independent quality assurance on UNCTAD statistics. The cross-organizational Service will provide relevant and timely statistics on trade and development areas and, by implementing the UNCTAD Statistics Quality Assurance Framework, will align the organization’s overall statistical requirements to enable better planning, more synergies and quality controls.
- 12.102 The UNCTAD New York Office works on enhancing outreach and promotes UNCTAD objectives at United Nations Headquarters and with relevant actors based in New York and Washington, D.C., including enhancing coordination with all United Nations system entities, funds and specialized programmes, diplomatic missions, the press corps, research and NGOs and technical assistance agencies in the areas of trade, investment, technology and development.
- 12.103 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, UNCTAD is integrating environmental management practices into its operations. As part of its commitment, UNCTAD will continue to reduce its carbon footprint by substituting air travel through the use of information and communications tools whenever possible. As a non-resident entity housed within the premises of the United Nations Office at Geneva, the UNCTAD carbon footprint comprises exclusively air travel-related emissions.
- 12.104 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 12.26. The lower rate of compliance with the advance air ticket policy in 2021 is mainly attributed to continued restrictions and uncertainties relating to the COVID-19 pandemic. However, UNCTAD continues to make efforts to increase the compliance rate, including by monitoring advance ticket purchase compliance in the Management Information System (UNCTAD management dashboard) and reporting to senior management once a month. The Mission Travel Portal is used by staff members to clear their travel requests with senior management before initiating travel requests in Umoja. The portal identifies requests that are not compliant with the advance air ticket purchase policy and sends automated warnings to senior managers. In addition, UNCTAD continues to make efforts to raise awareness among staff members and to encourage early planning of meetings and conferences, whenever possible.

Table 12.26
Compliance rate
 (Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	97	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	55	44	37	100	100

- 12.105 The proposed regular budget resources for 2023 amount to \$8,238,700 and reflect an increase of \$2,804,100 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 12.92 (a) and 12.93 (a). Additional details on the distribution of the proposed resources for 2023 are reflected in table 12.27 and figure 12.XII.

Table 12.27

Executive direction and management: evolution of financial and post resources

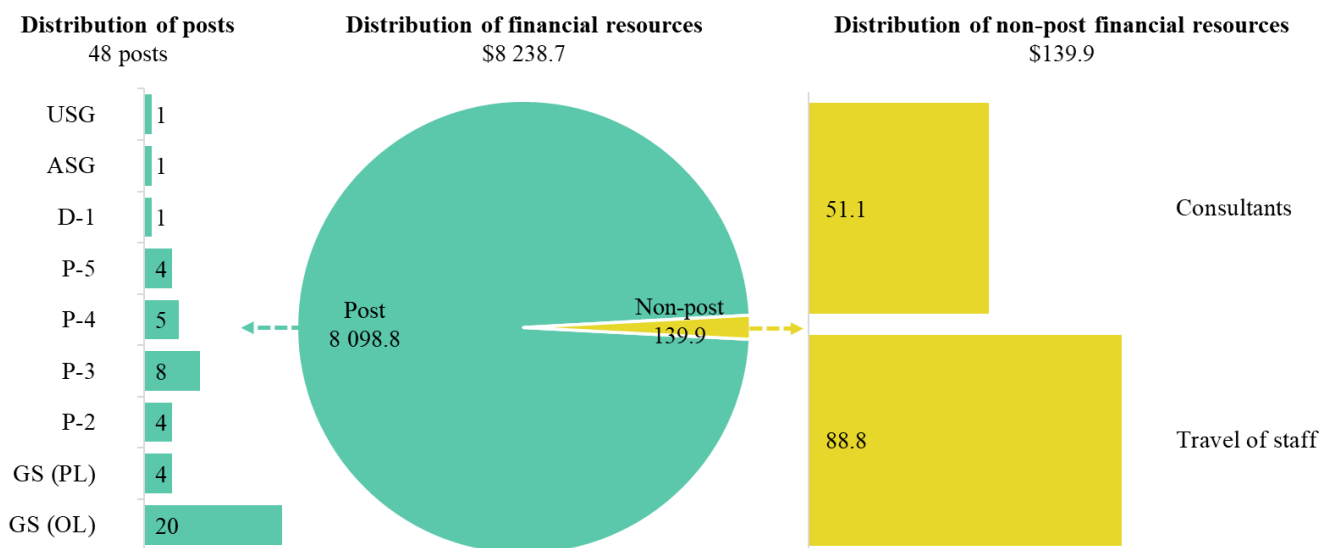
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	5 361.5	5 355.8	–	93.6	2 649.4	2 743.0	51.2	8 098.8	
Non-post	84.2	78.8	–	–	61.1	61.1	77.5	139.9	
Total	5 445.7	5 434.6	–	93.6	2 710.5	2 804.1	51.6	8 238.7	
Post resources by category									
Professional and higher		18	–	1	5	6	33	24	
General Service and related		12	–	–	12	12	100	24	
Total		30	–	1	17	18	60	48	

Figure 12.XII

Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

12.106 Extrabudgetary resources for executive direction and management are estimated at \$958,400 and would provide for one post (1 D-2), as well as non-post resources. The resources would be used mainly for substantive and policy coherence throughout the organization and to ensure that UNCTAD efforts and delivery of mandates are coherent, timely, effective and targeted to the needs of developing countries. The estimated resource level for 2023 reflects no change compared with the estimate for 2022.

Programme of work

**Subprogramme 1
Globalization, interdependence and development**

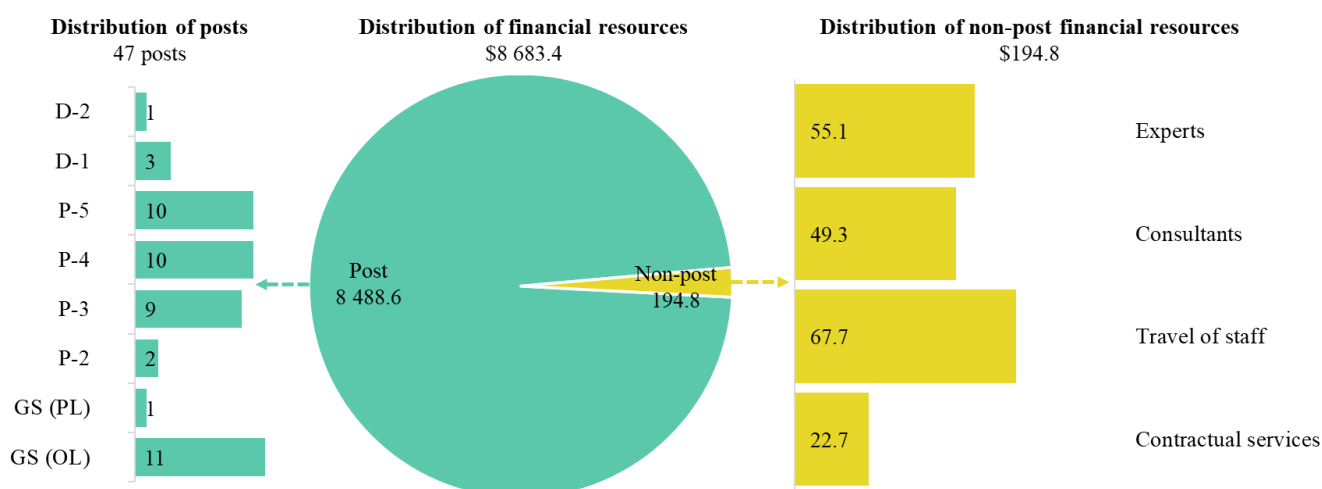
12.107 The proposed regular budget resources for 2023 amount to \$8,683,400 and reflect a decrease of \$2,575,000 compared with the appropriation for 2022. The proposed decrease is explained in paragraphs 12.92 (b) and 12.93 (b). Additional details on the distribution of the proposed resources in 2023 are reflected in table 12.28 and figure 12.XIII.

Table 12.28
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	10 508.5	11 089.0	–	93.6	(2 694.0)	(2 600.4)	(23.5)	8 488.6
Non-post	197.5	169.4	–	46.5	(21.1)	25.4	15.0	194.8
Total	10 706.0	11 258.4	–	140.1	(2 715.1)	(2 575.0)	(22.9)	8 683.4
Post resources by category								
Professional and higher		38	–	1	(4)	(3)	(7.9)	35
General Service and related		24	–	–	(12)	(12)	(50)	12
Total		62	–	1	(16)	(15)	(24.2)	47

Figure 12.XIII
Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

12.108 Extrabudgetary resources for the subprogramme are estimated at \$6,463,700 and would provide for non-post resources. The resources would help the subprogramme to disseminate its research findings to policymakers and enable them to benefit from its analysis and policy recommendations in areas such as resource mobilization to increase national and regional capacities in Asia; support for Asian countries in adopting integrated policy strategies and regional policy coordination for resilient, sustainable and transformative development; economic diversification and resilience in Barbados; and the economic development prospects of the Occupied Palestinian Territory and the examination of obstacles to trade and development. The resources would also enable the provision of technical assistance to developing countries for the strengthening of the capacity of Governments to manage their debt effectively and sustainably in support of poverty eradication, development, transparency and good governance. The estimated resource level for 2023 reflects no change compared with the estimate for 2022.

Subprogramme 2 Investment and enterprise

12.109 The proposed regular budget resources for 2023 amount to \$13,324,800 and reflects a decrease of \$67,300 compared with the appropriation for 2022. The proposed decrease is explained in paragraph 12.93 (c). Additional details on the distribution of the proposed resources for 2023 are reflected in table 12.29 and figure 12.XIV.

Table 12.29

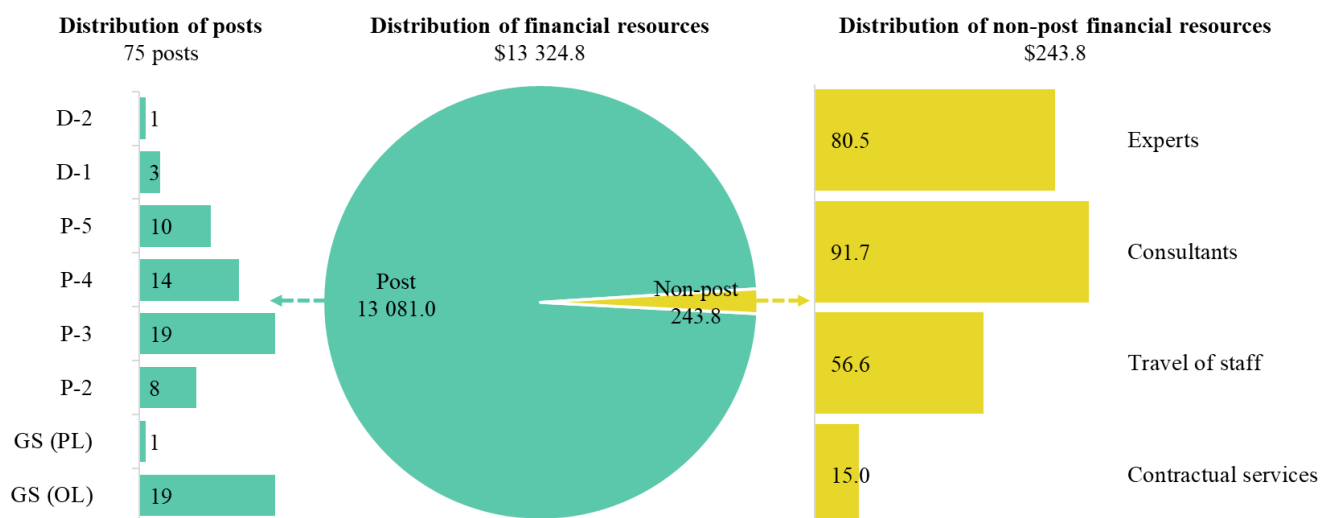
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes			Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	12 161.5	13 148.3	–	–	(67.3)	(67.3)	(0.5)	13 081.0
Non-post	257.9	243.8	–	–	–	–	–	243.8
Total	12 419.5	13 392.1	–	–	(67.3)	(67.3)	(0.5)	13 324.8
Post resources by category								
Professional and higher		55	–	–	–	–	–	55
General Service and related		20	–	–	–	–	–	20
Total		75	–	–	–	–	–	75

Figure 12.XIV
Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

12.110 Extrabudgetary resources for the subprogramme are estimated at \$2,616,500 and would provide for non-post resources. The resources would be used mainly to provide technical cooperation projects to build and strengthen the human and institutional capacity of developing countries, in particular those with the most vulnerable economies, to formulate policies conducive to promoting investment in sustainable development, as well as to fostering the development of the private sector, in line with national development strategies that stimulate progress towards the achievement of the Sustainable Development Goals. The estimated resource level for 2023 reflects no change compared with the estimate for 2022.

**Subprogramme 3
 International trade and commodities**

12.111 The proposed regular budget resources for 2023 amount to \$14,796,100 and reflect an increase of \$35,000 compared with the appropriation for 2022. The proposed increase is explained in paragraph 12.93 (d). Additional details on the distribution of the proposed resources for 2023 are reflected in table 12.30 and figure 12.XV.

Table 12.30
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

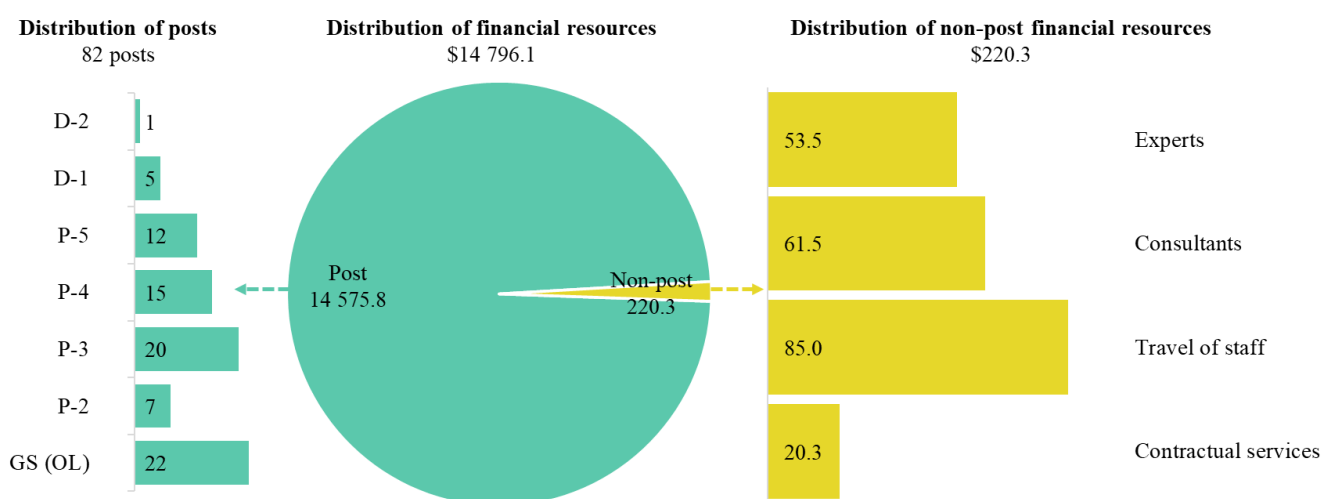
	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Post	13 527.5	14 575.8	–	–	–	–	14 575.8
Non-post	191.7	185.3	–	–	35.0	18.9	220.3
Total	13 719.1	14 761.1	–	–	35.0	0.2	14 796.1

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		60	–	–	–	–	–	60
General Service and related		22	–	–	–	–	–	22
Total		82	–	–	–	–	–	82

Figure 12.XV

Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

12.112 Extrabudgetary resources for the subprogramme are estimated at \$3,142,300 and would provide for non-post resources. The resources would be used mainly to provide technical cooperation and capacity-building projects to requesting countries in the areas of trade in goods, services and commodities, the creative economy, environmental degradation, climate change and sustainable development, competition and consumer policies, trade and gender, and trade analysis. The estimated resource level for 2023 reflects no change compared with the estimate for 2022.

**Subprogramme 4
Technology and logistics**

12.113 The proposed regular budget resources for 2023 amount to \$9,405,500 and reflect an increase of \$925,700 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 12.91 (a), 12.92 (c) and 12.93 (e). Additional details on the distribution of the proposed resources for 2023 are reflected in table 12.31 and figure 12.XVI.

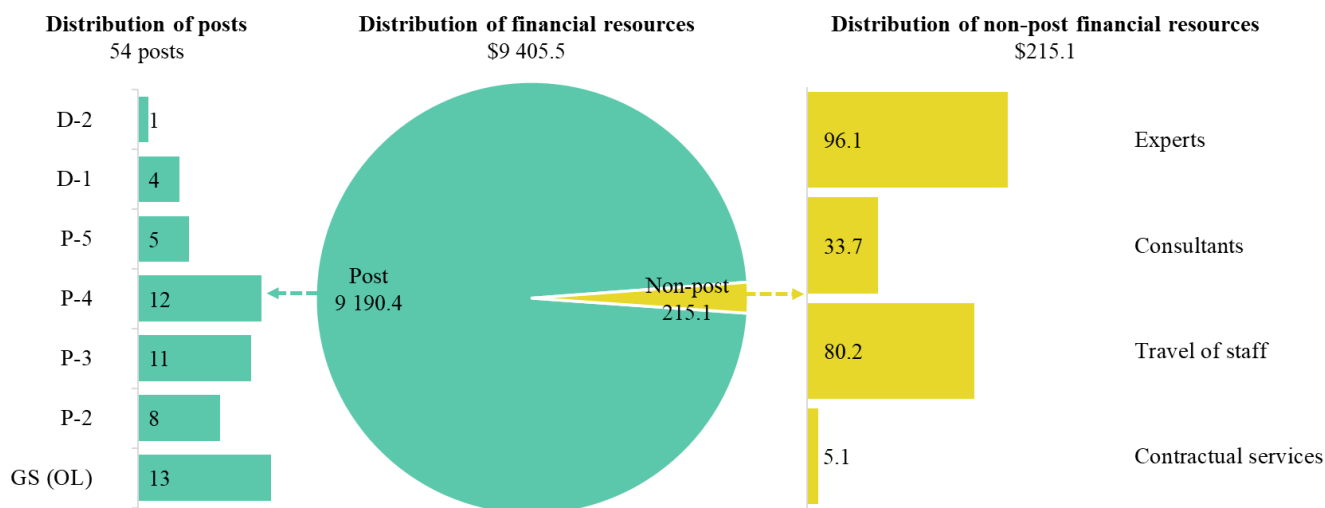
Table 12.31
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	9 080.4	8 364.7	153.9	423.6	248.2	825.7	9.9	9 190.4	
Non-post	116.6	115.1	–	100.0	–	100.0	86.9	215.1	
Total	9 197.1	8 479.8	153.9	523.6	248.2	925.7	10.9	9 405.5	
Post resources by category									
Professional and higher		36	–	4	1	5	13.9	41	
General Service and related		13	–	–	–	–	–	13	
Total		49	–	4	1	5	10.2	54	

Figure 12.XVI
Subprogramme 4: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

12.114 Extrabudgetary resources for the subprogramme are estimated at \$25,791,000 and would provide for one post (1 P-4), as well as non-post resources. The resources would be used mainly to provide capacity-building to enable beneficiary countries to better harness technology and logistics for trade and development. Technical assistance services provided by the subprogramme include the automation of customs and other trade-related processes through ASYCUDA, capacity-building in e-commerce, science, technology and innovation policies, trade facilitation, transport, port management and other training courses for experts on issues related to the international economic agenda. The estimated resource level for 2023 reflects no change compared with the estimate for 2022.

Subprogramme 5 Africa, least developed countries and special programmes

12.115 The proposed regular budget resources for 2023 amount to \$5,075,000 and reflect an increase of \$160,900 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 12.91 (b) and 12.93 (f). Additional details on the distribution of the proposed resources for 2023 are reflected in table 12.32 and figure 12.XVII.

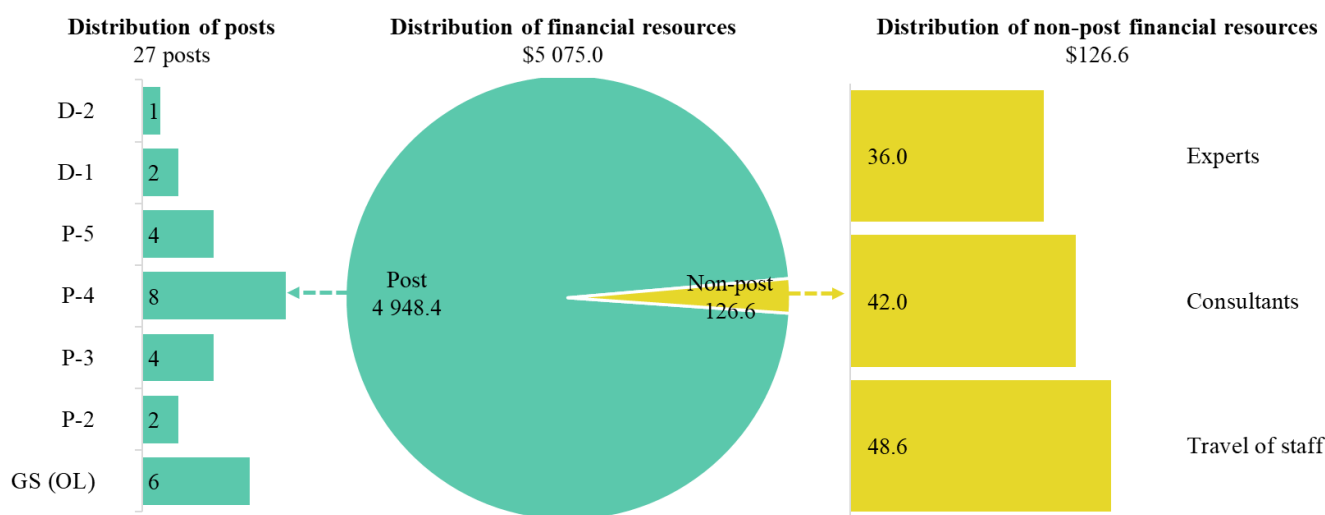
Table 12.32
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Post	4 492.8	4 787.5	67.3	–	93.6	160.9	3.4	4 948.4
Non-post	132.3	126.6	–	–	–	–	–	126.6
Total	4 625.1	4 914.1	67.3	–	93.6	160.9	3.3	5 075.0
Post resources by category								
Professional and higher		20	–	–	1	1	5.0	21
General Service and related		6	–	–	–	–	–	6
Total		26	–	–	–	–	3.8	27

Figure 12.XVII
Subprogramme 5: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

12.116 Extrabudgetary resources for the subprogramme are estimated at \$1,329,900 and would provide for non-post resources. The resources would be used mainly to support the 2030 Agenda for Sustainable Development Sub-Fund project on developing integrated programmes to alleviate binding constraints to development by fostering structural transformation, building productive capacities and

enhancing investment opportunities. The resources would also enable the continuation of technical assistance and capacity-building activities to help build productive capacities to diversify the developing countries' economies and exports in a sustainable manner. The resources will enable the subprogramme to build and strengthen the human and institutional capacity of least developed countries and African countries in designing and implementing national and international policies that enable them to effectively utilize trade preferences and rules of origin contained in unilateral and reciprocal trade arrangements. The estimated resource level for 2023 reflects no change compared with the estimate for 2022.

Programme support

- 12.117 Programme support is organized through two services: first, the Programme Support and Management Service, which integrates the former Technical Cooperation Section and the Resources Management Service, and second, the Intergovernmental Outreach and Support Service.
- 12.118 The proposed regular budget resources for 2023 amount to \$12,928,700 and reflect an increase of \$86,600 compared with the appropriation for 2022. The proposed increase is explained in paragraph 12.91 (c). Additional details on the distribution of proposed resources for 2023 are reflected in table 12.33 and figure 12.XVIII.

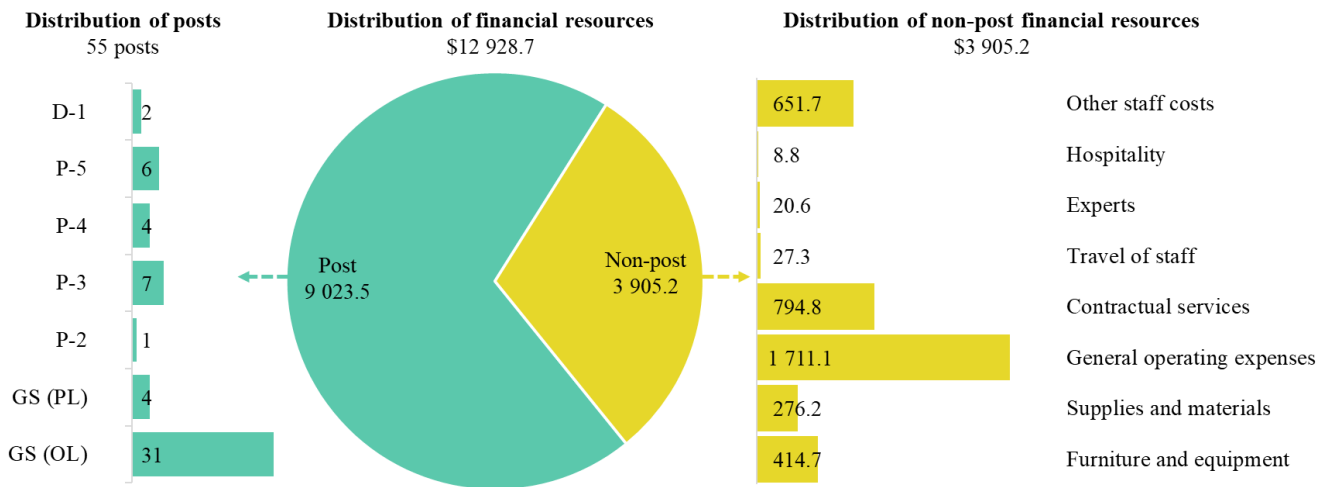
Table 12.33
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	10 214.8	8 936.9	86.6	–	–	86.6	1.0	9 023.5
Non-post	3 888.0	3 905.2	–	–	–	–	–	3 905.2
Total	14 102.8	12 842.1	86.6	–	–	86.6	0.7	12 928.7
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		35	–	–	–	–	–	35
Total		55	–	–	–	–	–	55

Figure 12.XVIII
Programme support: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

12.119 Extrabudgetary resources for programme support are estimated at \$4,246,400 and would provide for 13 posts (1 P-5, 1 P-4, 2 P-3 and 9 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support subprogrammes in implementing technical cooperation activities, research and analysis and administrative support related to extrabudgetary activities. The resources will also enable the participation of UNCTAD in a number of United Nations Sustainable Development Cooperation Frameworks, through the development of relevant joint country-level programmes in UNCTAD areas of expertise, as laid out in the UNCTAD Toolbox, following United Nations Development Coordination Office guidelines. The estimated resource level for 2023 reflects no change compared with the estimate for 2022.

Annex I

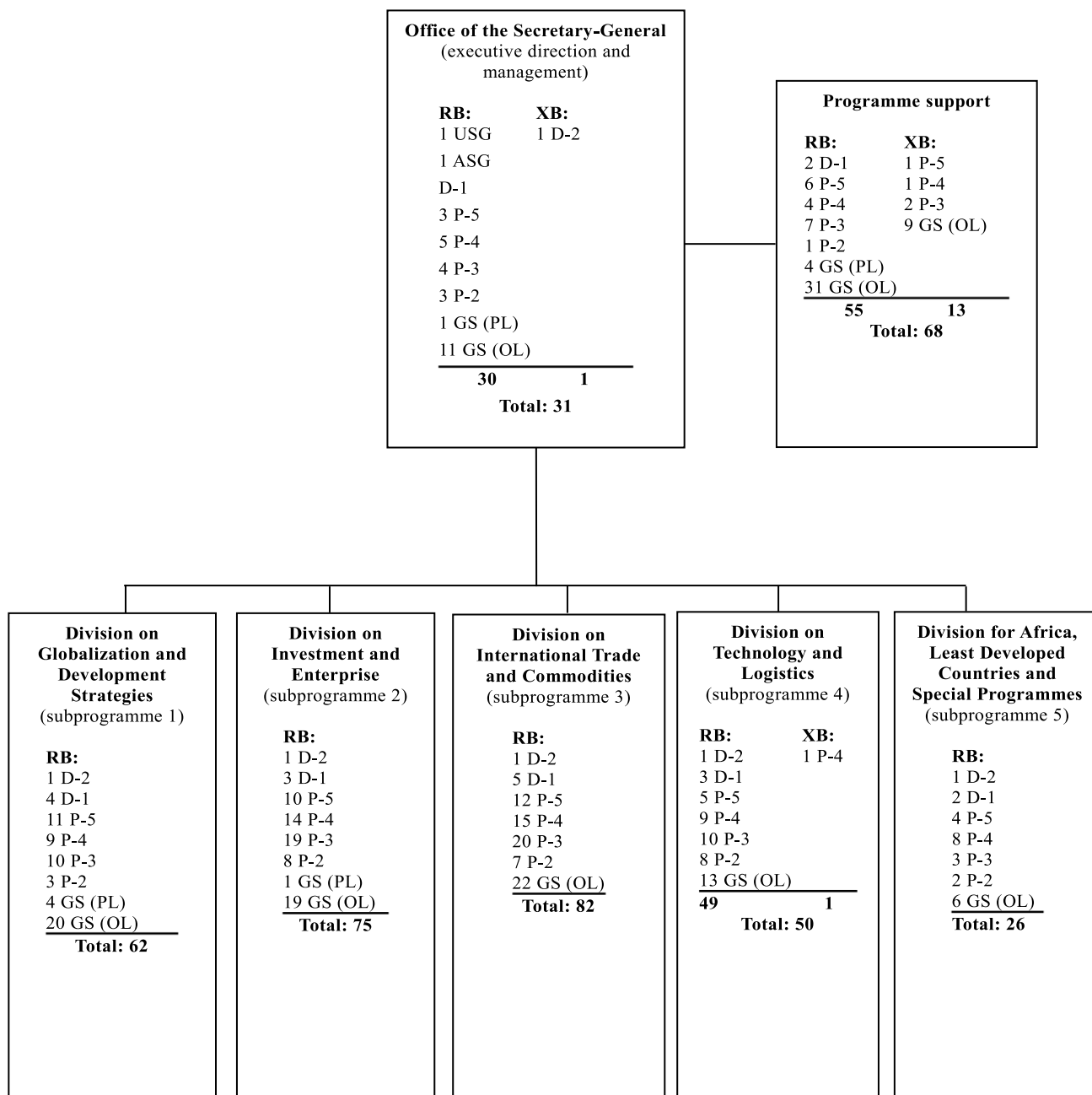
Organizational structure and post distribution for 2023

Two charts showing the organizational structure of UNCTAD are presented below. Chart A reproduces the approved organizational structure for 2022, as contained in document [A/76/6 \(Sect. 12\)](#). Chart B presents the proposed organizational structure for 2023.

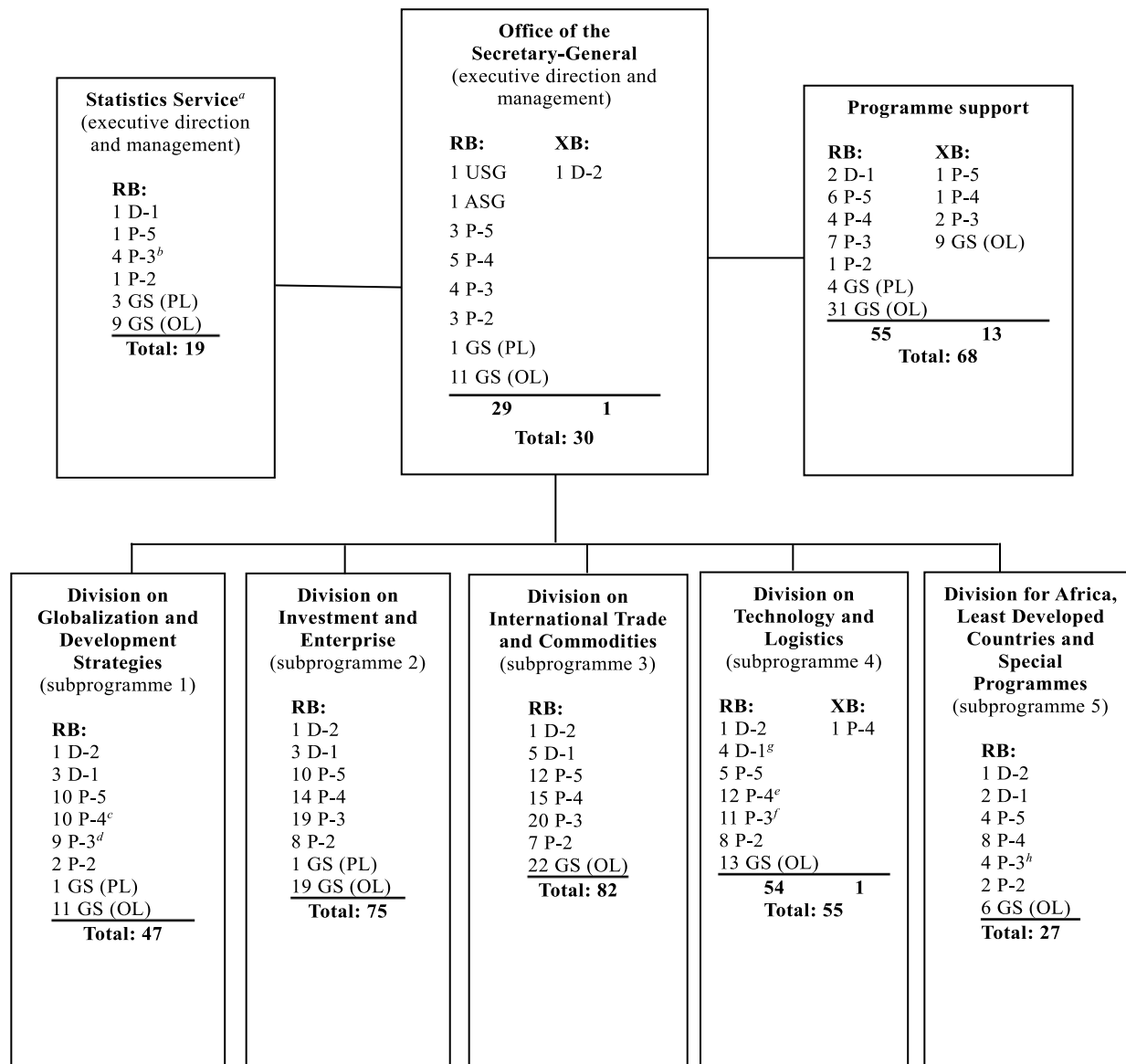
Justification for the proposed changes

The establishment of the cross-organizational Statistics Service is proposed in support of revitalizing UNCTAD to make it more fit for purpose and in line with the emphasis on statistics reflected in the Bridgetown Covenant. Through its direct reporting line to the Office of the Secretary-General of UNCTAD, it will be servicing all subprogrammes to enable better planning, substantive coherence and more synergies.

A. Approved organizational structure and post distribution for 2022



B. Proposed organizational structure and post distribution for 2023



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

^a Redeployment of 18 statistics-related posts from subprogramme 1 to executive direction and management.

^b Establishment of one Statistician (P-3) post.

^c Establishment of one Economic Affairs Officer (P-4) post.

^d Establishment of two Economic Affairs Officers (P-3) posts.

^e Establishment of three Economic Affairs Officers (P-4) posts.

^f Establishment of one Economic Affairs Officer (P-3) post.

^g Redeployment of one Chief of Service post from executive direction and Management to subprogramme 4.

^h Establishment of one Economic Affairs Officer (P-3) post.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-3	Establishment of 1 Statistician	The proposed establishment of a Statistician post in the area of sex-disaggregated data on economic empowerment and trade and in the measurement of the gender dimension of e-commerce and information and communications technology, in order to strengthen the collection and processing of available data for the production of statistics and policy analysis related to the opportunities and challenges of the digital economy, as mandated in the Bridgetown Covenant (para. 127 (gg)).
	1	D-1	Redeployment of 18 posts from subprogramme 1 (Chief of Service, Senior Statistician, Statisticians, Associate Statistician, Senior Statistics Assistants, Statistics Assistants, Information Systems Assistants, Library Assistant and Administrative Assistant)	The redeployment of 18 posts from the Division on Globalization and Development Strategies relates to the establishment of the stand-alone cross-organizational Statistics Service in support of the revitalization of UNCTAD to make it more fit for purpose and in line with the emphasis on statistics in the Bridgetown Covenant.
	1	P-5		The Statistics Service will be servicing all subprogrammes to enable better planning, substantive coherence and more synergies. The 18 posts were previously included under subprogramme 1, but it is proposed to redeploy them to executive direction and management because of the cross-cutting nature of the work. The head of the Statistics Service (D-1) will report to the Office of the Secretary-General of UNCTAD, as indicated in annex I.
	3	P-3		
	1	P-2		
	3	GS (PL)		
	9	GS (OL)		
	(1)	D-1	Redeployment of 1 Chief of Service to subprogramme 4	See reason for change given under subprogramme 4.
Subprogramme 1 Globalization, interdependence and development	1	P-4	Establishment of 1 Economic Affairs Officer	The proposed establishment of an Economic Affairs Officer post is related to support for the revitalization of UNCTAD to make it more fit for purpose and for the effective implementation of the four transformations referred to in the Bridgetown Covenant (para. 39). The Economic Affairs Officer would work on external debt sustainability and sustainable development finance beyond COVID-19 and would conduct substantive research and policy analysis for the UNCTAD contributions to long-term debt sustainability analysis and sustainable development finance assessments for developing countries, placing particular emphasis on the pandemic's long-term impact on sustainable financial resource mobilization for development and the integrated treatment of climate and development finance.
	2	P-3	Establishment of 2 Economic Affairs Officers	The proposed establishment of one post is related to strengthening the UNCTAD programme of assistance to the Palestinian people, including relevant studies, as mandated in the Bridgetown Covenant (para. 127 (bb)). It is proposed for one Economic Affairs Officer to perform technical, modelling and quantitative analysis as part of the Assistance to the Palestinian People Unit. The proposed establishment of a second post is related to support for the revitalization of UNCTAD to make it more fit for purpose and for its effective implementation of the four transformations referred to in the Bridgetown Covenant (para. 39). It is proposed for one Economic Affairs Officer to conduct work on illicit financial flows and perform substantive research and make policy contributions.

Part IV International cooperation for development

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	(18)		Redeployment of 18 posts to executive direction and management	See reason for change given under executive direction and management.
Subprogramme 2 Investment and enterprise	1	GS (OL)	Reassignment of 1 Programme Management Assistant post to a Graphic Design Assistant post	The proposed reassignment is related to the need to improve the capacity for subprogramme 2 to deliver its products and deliverables to the member States in a more efficient, technology-driven and accessible way.
Subprogramme 4 Technology and logistics	3	P-4	Establishment of 3 Economic Affairs Officers	<p>The proposed establishment of two posts is related to UNCTAD strengthening its work on assisting developing countries to systematically assess their state of play and readiness to engage and integrate into the digital economy, as mandated in the Bridgetown Covenant (para. 127 (gg)). The Economic Affairs Officers would contribute to enhancing the work of UNCTAD in the area of digital economy, specifically through e-Trade Readiness Assessments and corresponding policy analysis.</p> <p>The proposed establishment of one post is related to UNCTAD reinforcing its work through its three pillars to support the implementation of trade facilitation reforms and enhancing its support for the development and implementation of appropriate legal and regulatory frameworks that reduce trade transaction costs, as mandated in the Bridgetown Covenant (para. 127 (n)). The Economic Affairs Officer would strengthen the work related to trade facilitation under the Automated System for Customs Data (ASYCUDA) programme, and to the conduct of research and data collection.</p>
	1	P-3	Establishment of 1 Economic Affairs Officer	The proposed establishment of one post is related to UNCTAD strengthening its work to assist developing countries to systematically assess their state of play and readiness to engage and integrate into the digital economy, as mandated in the Bridgetown Covenant (para. 127 (gg)). The Economic Affairs Officer would strengthen the work of UNCTAD on data collection and e-commerce statistics.
	1	D-1	Redeployment of 1 Chief of Service post from executive direction and management	The proposed redeployment from the Office of the Secretary-General of UNCTAD to the Division on Technology and Logistics is related to the revitalization of UNCTAD to make it more fit for purpose and would reinforce its efforts to reduce trade transaction costs, as reflected in the Bridgetown Covenant. The Chief of Service would strengthen and anchor the work related to trade facilitation in the ASYCUDA programme.
Subprogramme 5 Africa, least developed countries and special programmes	1	P-3	Establishment of 1 Economic Affairs Officer	The proposed establishment of one post is related to support for the revitalization of UNCTAD to make it more fit for purpose and for the effective implementation of the four transformations referred to in the Bridgetown Covenant (para. 39). The Economic Affairs Officer would identify key indicators and statistics, as well as qualitative information necessary for updating and further improving the productive capacities index.

Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).