



General Assembly

Distr.: General
11 April 2019

Original: English

Seventy-fourth session

Items 137 and 138 of the preliminary list*

Proposed programme budget for 2020

Programme planning

Proposed programme budget for 2020

Part IV

International cooperation for development

Section 12

Trade and development

Programme 10

Trade and development

Contents

	<i>Page</i>
Foreword	3
Overall orientation	4
A. Proposed programme plan for 2020 and programme performance for 2018**	10
B. Proposed post and non-post resource requirements for 2020***	32
Annexes	
I. Organizational structure and post distribution for 2020	49
II. Summary of proposed changes in established and temporary posts by component and subprogramme	50

* A/74/50.

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

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





Foreword

2020 will be a make-or-break year for implementing the 2030 Agenda for Sustainable Development. International trade is in a state of transition, productive foreign investment remains restrained, prospects for debt distress are rising and widening digital divides threaten to leave the least developed even further behind. More than ever, a smart embrace of new technologies, enhanced partnership and heightened intellectual leadership can help redefine national development strategies and the future contours of globalization. Against a changing external environment, I am personally committed to leverage the strengths of the United Nations Conference on Trade and Development (UNCTAD) as a thought leader on trade and development in order to revitalize our intergovernmental deliberations, intensify our collaboration with the broader United Nations system and align our efforts to support developing countries' gainful integration into the world economy.

Facing the popular backlash against globalization, and amid growing distrust of multilateral solutions, the world's poorest and most vulnerable have the most to lose in this new environment. Consequently, we have experienced a dramatic increase in demand for UNCTAD support from developing countries over the past two years. For example, our World Investment Forum in Geneva in October 2018 convened a record number of 11 Heads of State, more than 60 ministers and over 6,000 participants in search of sustainable solutions for private sector financing in the sectors related to the Sustainable Development Goals, where it is needed most.

The fifteenth quadrennial conference of UNCTAD, which will be held in 2020, will be an important moment for developing countries to come together with their development partners, civil society and the private sector to hold ourselves to account on our collective engagement to meet the economic aspirations of the sustainable development agenda.

I remain encouraged in all my engagements with member States by the willingness of developing countries and partners alike to think outside the box and move towards the smart partnerships and new ways of work we need to revitalize globalization for development. From young African "netpreneurs" to customs officials in the Pacific Islands, from revenue authorities in Central Asia to consumer advocates in Latin America, the positive attitudes, strong work ethic and dedication that I have encountered among UNCTAD beneficiaries worldwide has convinced me that developing countries can and will be instrumental in rekindling international solidarity and restoring trust in multilateral cooperation for development.

It is my belief that this document lays out an efficient way forward to carry out this important work programme in favour of developing countries' gainful integration in the world economy.

(Signed) Mukhisa **Kituyi**
Secretary-General, United Nations Conference on Trade and Development

Overall orientation

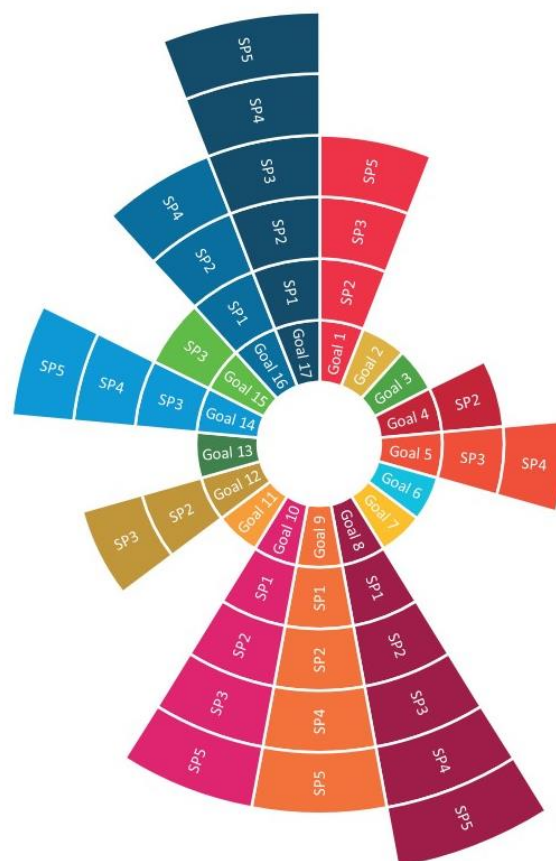
Mandates and background

- 12.1 The United Nations Conference on Trade and Development (UNCTAD) is responsible for assisting developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. UNCTAD was established to promote an inclusive global economy, by informing national and international policies, while giving due consideration for the needs and interests of developing countries. This would lead to better standards of life and create a better and more effective system of international economic cooperation whereby the division of the world into areas of poverty and plenty may be banished and prosperity achieved by all. As stated in the Nairobi Maafikiano: “The important role of UNCTAD will be strengthened as the focal point in the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development.” The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including the quadrennial sessions of UNCTAD, in particular the principal functions of the Conference outlined in section II, paragraph 3 of General Assembly resolution 1995 (XIX). In the face of rising trade protectionism, declining trust in multilateral solutions and a weakening global enabling environment for development, UNCTAD is called upon to redouble its efforts to help developing countries build productive capacities, address widening technological and digital divides, ensure sound macroeconomic management and promote financing for development, including preventing illicit financial flows. UNCTAD support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development will also continue to be provided through the implementation of the regular programme of technical cooperation and Development Account projects.

Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 12.2 The mandates of UNCTAD guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme’s objective. The objectives of the subprogrammes are aligned with the Organization’s purposes to achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion and to be a centre for harmonizing the actions of nations in the attainment of these common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 12.I below summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 12.1
Trade and development: alignment of subprogrammes with Sustainable Development Goals



- 12.3 The objectives of the subprogrammes are also aligned with other relevant agendas, including the Programme of Action for the Least Developed Countries for the Decade 2011–2020 (the Istanbul Programme of Action), Agenda 2063 of the African Union, the Beijing Declaration and Platform for Action, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, 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, the Monterrey Consensus of the International Conference on Financing for Development, the outcomes and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the results of the twenty-fourth and previous sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

Recent developments

- 12.4 In 2018, trade protectionism continued to pose increasing challenges to multilateralism. Automation, austerity policies and gender exclusion constitute further threats to the development prospects of developing countries. The global economy expanded at 3.1 per cent in 2018 but began to slow with growth in global industrial production and merchandise trade volumes tapering, especially in trade-

intensive capital and intermediate goods sectors, amid escalating trade disputes, risks of financial stress and volatility and an undercurrent of geopolitical tension. Trade outpaced gross domestic product growth in 2018 but, at 3.7 per cent, stayed below its long-term trend and was significantly lower than in 2017. Trade tensions among major economies threatened spillovers, externalities and ripple effects on many other countries, especially small and open-market economies the development perspectives of which largely depend on the external economic environment. Global foreign direct investment flows also fell by 19 per cent in 2018 to an estimated \$1.2 trillion, returning to the low point reached after the global financial crisis. By 2018, global debt stocks had also risen to nearly \$250 trillion – three times global income – from \$142 trillion a decade earlier, with a growing number of developing countries at risk of financial distress.

- 12.5 Against these difficult external conditions, 2018 saw increased demands from developing countries for UNCTAD support in a number of critical areas, including on digital trade, trade integration, investment and debt. This growing demand became evident, for instance, through the participation and discussion during a series of major events held in 2018: the third UNCTAD e-Commerce week, held in Geneva in April 2018, which attracted a record number of participants demonstrating interest in the digital economy as a new source of growth for developing countries; the first regional Africa e-Commerce Week, which was held in Nairobi in December in partnership with the African Union and the European Union; the 2018 World Investment Forum, which also convened a record number of participants when it was held in Geneva in October; and the second UNCTAD Intergovernmental Group of Experts on Financing for Development, which was also convened in 2018 in Geneva, around the timely issue of debt and debt sustainability and interrelated systemic issues. Furthermore, the signing in March 2018 of the agreement to establish African Continental Free Trade Area also marked a step forward for transformative regional economic integration. The Area promises to be a continent-wide trade agreement with the potential for increasing intra-African trade and serving as an engine for African structural transformation. African countries were supported closely in the negotiation of the agreement by the United Nations system, particularly UNCTAD and the Economic Commission for Africa.

Strategy and external factors for 2020

- 12.6 As sustainable and inclusive outcomes in an interdependent world involve collective responses at the multilateral level, UNCTAD has a key role to play in the United Nations system in building consensus around a more development-centred globalization and moving towards a more prosperous, inclusive and sustainable global economic environment. Through its work to promote development-centred globalization, UNCTAD will help to implement the global development agenda, including the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third United Nations Conference on Financing for Development and, as appropriate, the Paris Agreement adopted under the United Nations Framework Convention on Climate Change, and will assist developing countries in meeting their development goals, including poverty eradication, improving the well-being of citizens and addressing the opportunities and challenges created by globalization. Moreover, as many development challenges are closely interconnected, UNCTAD will contribute to offer effective responses to these challenges through the integrated treatment of trade, finance, investment, technology and sustainable development to support the accomplishment of the 2030 Agenda. UNCTAD will give due account to cross-cutting issues, such as good governance at all levels, freedom, peace and security, respect for human rights, including the right to development, gender equality and women's empowerment, young people and an overall commitment to just and democratic societies, which are essential to all countries to attain sustainable and equitable growth and development.
- 12.7 Developing countries rely on UNCTAD for supporting multilateralism for trade and development, building productive capacity in developing countries, advancing structural transformation and mobilizing financing for the 2030 Agenda. To achieve this, UNCTAD intends to adopt a holistic, interdivisional approach in supporting its beneficiaries, drawing on expertise available under all its subprogrammes in relation to productive capacities, technology and the digital gap, macroeconomic

issues, financing for development and illicit financial flows. UNCTAD will centre its approach around helping developing countries and partners alike to think outside the box and move forward the smart partnerships and new ways of work that are needed to revitalize globalization for development. From its side, UNCTAD will also seek to innovate and maximize its resources, for instance by exploring the interlinkages between trade, technology and investment, rather than looking at these issues in isolation. In thinking outside the box, UNCTAD also intends to continue the engagement of young people in its main areas of work. Young people bring a fresh perspective to the work of UNCTAD through their engagement and in return are exposed to training and networking opportunities for their future.

- 12.8 In preparation for the end of the quadrennial cycle in 2020, the UNCTAD secretariat will focus its efforts on the parts of the mandate that are not yet on track for completion in the quadrennium, as identified in the deliberations for the midterm review, which took place in October 2018. The secretariat will strive in particular to ensure the implementation of mandates reinforced by the Nairobi Maafikiano for which resources proved to be insufficient. The fifteenth quadrennial conference of UNCTAD, which will be held in 2020, will be an important moment for member States to come together to discuss recent developments and long-term trends in the area of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development and to take stock of the achievements, and the shortfalls, of the first four years of implementation of the Sustainable Development Goals. In particular, the UNCTAD secretariat will incorporate the mandates arising from the fifteenth session of UNCTAD into its programme of work for 2020 and beyond. With the Istanbul Programme of Action near completion, although the external environment continues to hold back the doubling of exports of the least developed countries, the pace of momentum towards graduation and beyond has become a shared mantra of the international community. By 2020, in just four years since eTrade for All was first proposed at the fourteenth session of UNCTAD, nearly every least developed country, as well as a growing number of middle income countries, will have assessed their eTrade readiness. eTrade and the work on the digital economy in general illustrate the new cross-cutting and interdivisional approach being tested, for instance delivered through the inter-divisional effort for the Africa e-Commerce Week, held in Nairobi in 2018, or through the plans for an interdivisional delivery of the 2019 Intergovernmental Group of Experts on e-Commerce and the Digital Economy. More generally, UNCTAD has also established mechanisms for coordination and joint quality assurance for its statistical work.
- 12.9 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Continued availability of up-to-date and accurate economic and financial information and data at the country and regional levels and continued cooperation with relevant entities on the production of statistics;
 - (b) Continued availability of extrabudgetary funding for technical cooperation programmes, the continued political will to achieve consensus in intergovernmental meetings and the existence of conditions and capacities in member States to adopt and implement policies and strategies.
- 12.10 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Throughout its programme of work, UNCTAD will seek to explore the nexus between gender on the one hand and technology and innovation on the other, as one defining factor for gender empowerment. Gender mainstreaming is considered a cross-cutting issue of relevance to all UNCTAD subprogrammes in line with UNCTAD mandates and internal guidance of the Secretariat. For example, for subprogramme 3, the planned result for 2020 combines deliverables from the research and analysis and technical cooperation pillars in order to help women cross-border traders formalize, scale up and diversify their businesses. Efforts are being made across all subprogrammes through an internal statistics coordination task force to enhance the availability and quality of gender-disaggregated statistics.
- 12.11 With regard to cooperation with other entities, UNCTAD will continue to promote the further implementation of ministerial declarations of the World Trade Organization (WTO). In addition,

UNCTAD has concluded agreements with an array of international organizations and international non-governmental organizations to enhance common approaches and synergies in various areas of work. One of the main objectives of cooperation with other entities is the combination of UNCTAD expertise with the reach and presence of partner entities in order to maximize the impact provided to beneficiaries. UNCTAD has also developed mechanisms to enhance its partnerships with the private sector, in particular by defining due diligence guidelines. Notably, at this difficult moment for multilateralism and in a challenging external economic environment, in 2018, the UNCTAD World Investment Forum convened more than 6,000 investment-development stakeholders from 186 countries, including 11 Heads of State, as well as over 60 ministers and 70 parliamentarians, to forge closer partnership with the private sector in pursuit of investment in sustainable development. So far, UNCTAD has also collaborated with more than 100 private sector entities.

- 12.12 With regard to inter-agency coordination and liaison, through its participation in the United Nations System Chief Executives Board for Coordination and its committees, UNCTAD contributes to ongoing reform initiatives and system-wide efforts to make progress with regard to working together. This includes contributing to a more impactful United Nations development system response to the challenges encountered in the implementation of the 2030 Agenda. UNCTAD has notably taken a lead role in implementing the repositioning of the United Nations development system. It co-chairs the United Nations Sustainable Development Group strategic results group on strategic funding and financing to ensure that Sustainable Development Goal financing expertise plays a greater role in the United Nations activities at the country level and in the next generation of United Nations Development Assistance Frameworks, in line with the financing strategy of the Secretary-General of the United Nations. UNCTAD also continues to lead the inter-agency Cluster on Trade and Productive Capacity in delivering operational activities “as one” at the country level, in collaboration with 14 other entities. Joint and transparent programme delivery, the rationalization of country presence and coordination of country planning and funding arrangements are elements of the development reform that seek to provide a maximum alignment between the work of agencies and needs of beneficiaries. UNCTAD also seeks to maximize the impact of its expertise through cooperation with agencies with a stronger presence on the ground and larger resource bases. As one of the five major institutional stakeholders of the Financing for Development follow-up process, UNCTAD plays a lead role in the Inter-Agency Task Force on Financing for Development follow-up, contributing to the deliberations of the annual Economic and Social Council forum on financing for development follow-up, as well as contributing to the United Nations 10-Member Group to support the Technology Facilitation Mechanism. In addition, UNCTAD contributes to the Inter-Agency and Expert Group on Sustainable Development Goals indicators, supporting monitoring and follow-up to the means of implementation of the 2030 Agenda.

Evaluation activities

- 12.13 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:
- (a) OIOS evaluation: triennial review of the implementation of recommendations for the programme evaluation of UNCTAD;
 - (b) Evaluation undertaken at the request of the Trade and Development Board: evaluation of subprogramme 5 on Africa, least developed countries and special programmes;
 - (c) Self-evaluations undertaken by the programme manager or the UNCTAD Evaluation Unit:
 - (i) Strengthening pro-growth macroeconomic management capacities for enhanced regional financial and monetary cooperation among selected countries of Latin America and the Caribbean, and West and Central Africa;
 - (ii) Climate change impacts on coastal transport infrastructure in the Caribbean: enhancing the adaptive capacity of small island developing States;

- (iii) Strengthening the capacity of members of the Economic Community of Central African States to enhance development linkages from the mineral resources sector;
 - (iv) Supporting developing country policymakers in the formulation of national entrepreneurship policies through the implementation of entrepreneurship policy frameworks;
 - (v) Strengthening the capacities of developing country policymakers and investment promotion officials in priority sectors to attract investment for sustainable and inclusive development.
- 12.14 The findings of the self-evaluation referenced in paragraph 12.13 (a) above have been taken into account for the programme plan for 2020 in the overall approach to research and analysis deliverables, for instance, through a recategorization of products and through enhanced dissemination and monitoring of results. The findings of the self-evaluation referenced in paragraph 12.13 (b) above have been taken into account for the programme plan for 2020 of subprogramme 5 through increased research on measuring productive capacities, duty-free and quota-free market access, rules of origin and geographical indications, as well as on thematic issues of interest to landlocked developing countries and the least developed countries.
- 12.15 The following evaluations and self-evaluations are planned for 2020:
- (a) Midterm evaluation of the European Union–UNCTAD joint Programme for Angola (Train for Trade II);
 - (b) Self-evaluations of two projects relating to the Automated System for Customs Data and one relating to the Debt Management and Financial Analysis System 6 programme in the Philippines.
- 12.16 It should be noted that, as decided by the Trade and Development Board, there will be no external in-depth evaluation in 2020, as that is the year that the fifteenth quadrennial session of UNCTAD will be held.

A. Proposed programme plan for 2020 and programme performance for 2018

Programme of work



Subprogramme 1 Globalization, interdependence and development

1. Objective

- 12.17 The objective, to which this subprogramme contributes, is to enhance economic policies, rules and strategies at the global, regional and national levels for sustained growth and inclusive and sustainable economic development of developing countries.

2. Alignment with the Sustainable Development Goals

- 12.18 The objective is aligned with Sustainable Development Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 10 (reduce inequality within and among countries), Goal 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted result in 2018

Trade and Development Report 2018 encouraged developing countries to begin designing their digital industrial policies

Since the adoption of the 2030 Agenda for Sustainable Development, there has been a need to adjust and adapt to the multiple challenges posed by it. Within that wider context, the Sustainable Development Goals and their targets and indicators have been at the centre of the discussion. However, a narrative that can link the Goals to policy measures, institutional reforms and resource mobilization has remained elusive. Cognizant of that need, the subprogramme started to build such a narrative around the idea of a “global new deal” as a framework for addressing the multidimensional problems of inequality, exclusion, instability and fragility of the global economy. Those problems cannot be considered simply as an inevitable by-product of technological changes or the spread of global market forces, but rather as resulting from policy decisions and omissions, along with the rollback of regulations and the weakening of representative institutions.

In 2018, the *Trade and Development Report 2018: Power, Platforms and the Free Trade Delusion* extended that narrative to address the problems in relation

to the international trading system, the emerging digital economy and the problem of linking infrastructure and structural transformation. The *Report* proposed concrete ways for developing countries to address the issues and in



Global nature of the digital economy.
Source: UNCTAD

particular some innovative ways of dealing with problems concerning the asymmetric power of large digital firms by means of tighter regulation of anticompetitive practices by regulating digital platforms as a public utility. The importance of policy space for building the digital economy in developing countries and of devising national digital regulatory policies has been highlighted. The findings of the *Report* were widely reported in the media, including in newspapers such as the *Financial Times*, *Le Monde* and *El País*.

Result and evidence

The deliverable contributed to the result, which is a change in policymaking based on policymakers' improved understanding of the global economic environment and of policy choices for inclusive and sustained development. Evidence of the result includes concrete policy changes in some countries. For example, South Africa has begun designing its digital industry policy, and India has published a first draft of its national e-commerce policy. The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 12.19 A planned result for 2018, which is enhanced understanding of the interplay between successful domestic and international resource mobilization for development, debt sustainability and of the policy choices for a durable solution to financing for development challenges and to the debt problems of developing countries, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 45 institutions in 39 countries having used the capacity-building services of the Debt Management and Financial Analysis System programme in 2018.

4. Highlighted planned result for 2020

A methodology to measure illicit financial flows: improving the prospects for sustainable development

In 2018, the subprogramme started to analyse more systematically the problem of measuring illicit financial flows through the project on measuring illicit capital flows in sub-Saharan Africa. Such flows constitute a significant drain on vital and scarce development resources in many developing economies. By diverting resources from social spending and productive investment, they pose a direct threat to sustainable and inclusive development. They could also weaken political and institutional legitimacy and adversely affect overall economic activity. Those risks have been recognized in the 2030 Agenda, with the reduction of illicit financial flows listed explicitly as target 16.4 of Sustainable Development Goal 16.

Challenge and response

The challenge was that little was known about the magnitude and the channels of illicit financial flows. Although some estimates had been proposed in the literature, there was still no agreed definition or measurement methodology for those flows. This posed a problem from a policy perspective because the absence of such information did not allow policymakers from developing countries to gain knowledge on the size of illicit financial flows, their origins and channels, or to obtain evidence for targeted and effective policies for curbing the flows.

In response, for 2020, the subprogramme is planning to develop a methodology for estimating illicit financial flows. As co-custodian of Sustainable Development Goal indicator 16.4.1, UNCTAD, in cooperation with the United Nations Office on Drugs and Crime and the Economic Commission for Africa, is working to define, estimate and disseminate statistics on illicit financial flows in the context of developing economies in Africa, which are among the economies most affected by this developmental challenge. Through a series of implementation guidelines, pilot activities and technical assistance, by 2020, UNCTAD will have developed the capacity of several participating countries in Africa to measure their illicit financial flows.

Result and evidence

The planned deliverable is expected to contribute to the result, which is the capacity to more accurately estimate illicit financial flows in participating countries. The lessons learned will inform the national monitoring of illicit financial flows, including through Sustainable Development Goal indicator 16.4.1, and will guide policy actions in affected countries to curb such flows. Evidence of the result, if achieved, will include a new methodology in the

official balance of payments statistics, which is the record of all economic transactions between the residents of the country and the rest of the world in a particular period of time, of the nine participating African countries, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Absence of methodology and reliable statistics on illicit financial flows in the balance of payments statistics	Availability of a methodology for measuring illicit financial flows in the balance of payments statistics	Inclusion of the new methodology in the balance of payments statistics of nine participating African countries

12.20 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

12.21 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	9	10	11
Substantive services for meetings (number of three-hour meetings)	20	18	32	43
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	19	19	19	19
Seminars, workshops and training events (number of days)	126	128	126	126
Publications (number of publications)	9	8	10	11
Technical materials (number of materials)	13	13	13	13
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variations between the actual and planned figures in 2018

- 12.22 The variance in parliamentary documentation was driven by the decrease of one report to the General Assembly on South-South cooperation, owing to the fact that the subprogramme had prepared a document for the Second High-level United Nations Conference on South-South Cooperation.
- 12.23 The variance in substantive services for meetings was driven by a decrease in the meetings of the annual and executive sessions of the Trade and Development Board, owing to the new format of the Board, thereby reducing the number of sessions under the responsibility of the subprogramme.
- 12.24 The variance in publications was driven by the postponement of the publication of the UNCTAD Sustainable Development Goal Monitor, owing to difficulties in the conceptualization of this new publication. The difficulty was to avoid the perceived scope of the publication as an official evaluation by the United Nations of progress in implementing the Sustainable Development Goals, and rather to ensure that it would be seen as a publication that points to certain areas that need the special attention of policymakers and the international community.

Variations between the planned figures for 2020 and 2019

- 12.25 The variance in parliamentary documentation is driven by an additional report and background documents for the fifteenth session of UNCTAD, owing to the four-year cycle of the UNCTAD Conference.
- 12.26 The variance in substantive services for meetings is driven mainly by an increase in meetings of the fifteenth session of UNCTAD, including preparatory meetings, owing to the four-year cycle of the Conference.
- 12.27 The variance in publications is driven by another publication in the series “Development and Globalization: Facts and Figures”, a document published solely to accompany the UNCTAD quadrennial conference, which takes place every four years.



Subprogramme 2 Investment and enterprise

1. Objective

- 12.28 The objective, to which this subprogramme contributes, is to strengthen investment and enterprise development for creating jobs, building productive capacity, diversifying the economy and achieving sustainable and inclusive growth and development.

2. Alignment with the Sustainable Development Goals

- 12.29 The objective is aligned with Sustainable Development Goal 1 (end poverty in all its forms everywhere), Goal 4 (ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 10 (reduce inequality within and among countries), Goal 12 (ensure sustainable consumption and production patterns), Goal 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development). Investment is a cross-cutting issue for all Sustainable Development Goals.

3. Highlighted result in 2018

Member States better equipped to deal with new investment-development challenges

In 2018, the subprogramme supported member States in addressing the global challenges for international investment in the current context of globalization and industrialization. Indeed, investment can play a key role for countries engaging with – and benefiting from – the new industrial revolution. This revolution also poses unprecedented challenges to investment policymaking. Research work published in the *World Investment Report 2018* examined the challenges that countries face in adapting their investment policies to the new industrial revolution and presented policy options, including reorienting policy incentives, retooling investment promotion and facilitation, and in crafting smart mechanisms for admitting foreign investment to make both industrial policies and investment policies work for sustainable development.



World Investment Forum 2018. Source: UNCTAD

Result and evidence

The deliverable contributed to the result, which is the improved capacity of member States to address challenges posed by the current context of globalization and industrialization. It also informed discussions at the highest level of policymaking during the 2018 World Investment Forum. The Forum – with more than 70 sessions – convened

an unprecedented number and range of participants. This demonstrates that the Forum is an effective platform for mobilizing all investment stakeholders worldwide to channel global financing resources to Sustainable Development Goal-related sectors and ensure its developmental impact. As shown by the Forum outcome document, this resulted in concrete engagements from all players from the financing-for-development sphere to foster investment and entrepreneurial activities for sustainable development. For instance, at that meeting, it was decided to convene a Geneva ambassador-level round table on investing in the Sustainable Development Goals.

Evidence of the result includes the final declaration of the 2018 World Investment Forum. Already, more than 130 member States use UNCTAD investment and enterprise policy frameworks to modernize their national and international investment and enterprise development strategies to mainstream the Sustainable Development Goals. A survey conducted after the Forum further confirms the value of this work, demonstrating the progress made in 2018 towards the collective attainment of the objective of the programme: over 88 per cent of nearly 1,000 respondents to a survey conducted in the aftermath of the event said that the Forum had made a valuable contribution to the 2030 Agenda, including by proposing how countries could design and implement strategies and policies to attract and benefit from investment, by presenting solutions for investment policy priorities and by suggesting how funds and financing could be mobilized for the Sustainable Development Goals.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 12.30 A planned result for 2018, which is enhanced ability of developing countries and countries with economies in transition in designing and implementing strategies and policies to attract investment and benefit from investment for sustainable development, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the fact that 32 countries recorded improved investment-related performance following UNCTAD assistance (as measured by an increase in the average inflows of foreign direct investment between the periods 2008–2012 and 2013–2017). Some of the countries assisted recorded a significant rise. For instance, such inflows increased by more than 100 per cent in Burkina Faso, the Congo and Ethiopia, and by about 90 per cent in Bangladesh and 55 per cent in Mozambique. In countries where the impact of an investment policy review was assessed through an implementation report, inflows of foreign direct investment also increased sharply. This was the case for instance in Ghana, Rwanda and Zambia, with an average increase of 206 per cent.

4. Highlighted planned result for 2020

A favourable and enabling environment for investing in the Sustainable Development Goals

In 2018, as determined by the outcomes of the World Investment Forum, the ninth session of the Investment, Enterprise and Development Commission and observations from field work, countries with formidable investment needs often lacked the institutional capacity to catalyse investment in support of sustainable development and Sustainable Development Goal-related sectors.

Challenge and response

The challenge was to disseminate effectively best policy practices on investment promotion for the Sustainable Development Goals and to promote institutional capacity-building, the adoption of relevant tools for investment promotion and facilitation and a conducive investment climate.

In response, for 2020, the subprogramme will help countries create a favourable and enabling investment environment, building on its action plan for investing in the Sustainable Development Goals, as well as on subsequently developed assistance to member States. Specifically, deliverables will include consensus-building advisory work, technical assistance and further technical development of the six UNCTAD policy frameworks on investment and enterprise for development and, in particular, the action menu on investing in the Sustainable Development Goals.

Result and evidence

The planned deliverables are expected to contribute to the result, which is a shift in investment policymaking towards sustainable development.

Evidence of the result, if achieved, will include 80 per cent of the beneficiaries of UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aiming at attracting investment in Sustainable Development Goal sectors. This will reflect the widespread adoption of key investment and enterprise promotion tools and strategies, the development of new partnerships, the reorientation of investment incentives and investment guarantees to support Goals-related investment, combined with the requisite institutional capacity for effective implementation. Specifically, this will translate into the development of government initiatives that pursue the Sustainable Development Goals and related targets, including the establishment of partnerships between outward investment promotion agencies in home countries and investment promotion agencies in host countries, and the preparation of profile templates and pipelines relating to the Goals. This will be measured by the take-up and successful usage of the six UNCTAD policy frameworks and the implementation rate of UNCTAD recommendations by 80 per cent of beneficiaries.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
<p>Countries reporting gaps in awareness, understanding and implementation capacity among policymakers and investment practitioners on investment policies and instruments to attract investment in Sustainable Development Goal-relevant sectors</p>	<p>Frameworks and tools on attracting investment in Sustainable Development Goal-relevant sectors start being used by beneficiaries</p>	<p>Eighty per cent of beneficiaries from UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aiming at attracting investment in Sustainable Development Goal sectors</p>

12.31 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

12.32 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.2
Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	8	7	9
Substantive services for meetings (number of three-hour meetings)	40	44	28	68
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	52	52	50	52
Seminars, workshops and training events (number of days)	107	107	107	107
Publications (number of publications)	25	25	24	25
Technical materials (number of materials)	7	7	9	9
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- 12.33 The variance in substantive services for meetings was driven by the World Investment Forum, owing to the increase in the number of specialized ministerial and high-level meetings in the area of investment promotion and facilitation, as well as in the area of responsible investment, in line with the relevant paragraphs of the Nairobi Maafikiano, which called upon UNCTAD to further develop its activities in promoting and facilitating investment and entrepreneurship for development.

Variances between the planned figures for 2020 and 2019

- 12.34 The variance in parliamentary documentation is driven mainly by the report of the Secretary-General to the General Assembly on investment and entrepreneurship for sustainable development and the report and background documents of the fifteenth session of UNCTAD, owing to the biennial periodicity of the former, and the four-year cycle of the latter.
- 12.35 The variance in substantive services for meetings is driven by additional meetings for the seventh World Investment Forum and the fifteenth session of UNCTAD, owing to the two-year cycle of the former and the four-year cycle of the latter.



Subprogramme 3 International trade and commodities

1. Objective

- 12.36 The objective, to which this subprogramme contributes, is to ensure that international trade and commodities are an engine for prosperity, inclusiveness and sustainable development for all member States.

2. Alignment with the Sustainable Development Goals

- 12.37 The objective is aligned with Sustainable Development Goal 1 (end poverty in all its forms everywhere), Goal 5 (achieve gender equality and empower all women and girls), Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (reduce inequality within and among countries), Goal 12 (ensure sustainable consumption and production patterns), Goal 14 (conserve and sustainably use the oceans, seas and marine resources for sustainable development), Goal 15 (protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted result in 2018

Harmful fisheries subsidies: much more than an ocean issue, they compromise our security on land

In 2018, UNCTAD continued to lead the United Nations coalition to end harmful fisheries subsidies and contributed with concrete proposals to advance an agreement on fisheries subsidies at WTO, most notably through the outcome of the Oceans Forum on Trade-related Aspects of Sustainable Development Goal 14, organized under the leadership of UNCTAD. The overexploitation of fish stocks is a global challenge. Harmful fisheries subsidies directly contribute to overfishing and overcapacity. Today, nearly, 33.1 per cent of assessed fish stocks are overexploited or depleted. This does not only threaten the whole marine ecosystem, it also compromises welfare and life on land. Fish is critical for food security as it represents 40 per cent of the protein intake of the global population. And the sustainability of fisheries is essential to the livelihoods of billions of people in coastal communities around the world, especially in developing countries, where 97 per cent of fishing communities live.



Fishing vessel. Source: Fotolia

UNCTAD, in cooperation with the African, Caribbean and Pacific Group of States, the Commonwealth of Nations, the Economic Commission for Europe, the Food and Agriculture Organization of the United Nations (FAO), the International Ocean Institute and the United Nations Environment Programme (UNEP), organized the second Oceans Forum on Trade-related Aspects of Sustainable Development Goal 14, which convened more than 100

member States. The Forum constitutes the only open-ended United Nations process where issues can be discussed by all stakeholders. It is in that Forum that member States can discuss issues or advance positions that they cannot in the setting of WTO fisheries subsidies negotiations. The Forum also opens the discussions to other relevant players, such as the private sector and non-governmental organizations.

The Forum provided a policy-oriented report on recommendations for action by member States and other stakeholders. The recommendations included: (a) to act swiftly to address harmful fisheries subsidies; (b) to go beyond the developed-developing country categorization and treat the issue of fisheries subsidies as a common responsibility and action; (c) to compile urgently data on structure, nature and level of subsidization in developed and developing countries alike; (d) to include special and differential treatment for developing countries, especially small island developing States and the least developed countries, and those with low fishing capacity as an essential aspect of any WTO fisheries subsidies negotiation outcome; and (e) to involve and continually engage agencies such as UNCTAD, FAO and UNEP, as well as scientific advisory bodies that provide technical expertise in the negotiation process, as essential for monitoring of results and implementation of any potential agreement.

Result and evidence

The deliverable contributed to the result, which is progress towards ending harmful fisheries subsidies, as per Sustainable Development Goal 14.6, and build consensus on and thus enable the implementation of the 2017 WTO ministerial decision on fisheries subsidies, which asserted the will of member States “to continue to engage constructively in the fisheries subsidies negotiations, with a view to adopting, by the Ministerial Conference in 2019, an agreement on comprehensive and effective disciplines”.

Evidence of the result includes the reflection of the recommendations in a single consolidated non-attributable WTO working document on fisheries subsidies, which could be the basis for the first universal agreement on fisheries subsidies among member States, to be reached before 2020.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 12.38 A planned result for 2018, which is strengthened capacity of developing countries, in particular least developed countries and countries with economies in transition, to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the target of 70 per cent of stakeholders participating in country-based activities that confirmed improved capacity to identify and to address gender-specific trade barriers and gender-specific obstacles on the supply side.

4. Highlighted planned result for 2020

Unleashing the potential of women informal cross-border traders

In 2018, UNCTAD interviewed nearly 200 women in Malawi, the United Republic of Tanzania and Zambia who engaged in subsistence living through informal cross-border trade. It is estimated that women make up about 70–80 per cent of informal cross-border traders across sub-Saharan Africa. Based on this, UNCTAD produced a report that analysed the problem and proposed policy recommendations.

Challenge and response

The challenge was to support member States in addressing an often-overlooked problem with important effects on the welfare of women and their families. The predominance of women in cross-border trade is often a result of constraints on their time and mobility, but also of reduced access to productive and financial resources. Complex trade rules, lengthy clearance processes and weak governance at borders contribute to make informality one of the few options available to women. Trading informally, however, exposes women to several risks, including the confiscation of merchandise, sexual harassment and abuses. When the women were asked why they took such risks, the most common answer was: “children must go to school; we need an income to pay school fees”. UNCTAD

found that women traders had limited knowledge of customs rules and trade regimes. “We don’t know the people or even the offices to go to when we arrive at the border,” said a cross-border trader from Chipata, at the border between Zambia and Malawi. Likewise, opportunities for developing entrepreneurial skills were limited. “Educate us to know the trade we are doing ... help us to know more about what we should do to improve our business,” said another cross-border trader from Mchinji, central Malawi, nearby Zambia.

In response, starting in 2019 and for 2020, the subprogramme will organize a six-day pilot training programme at six border crossings targeting women informal traders in Malawi, the United Republic of Tanzania and Zambia. The training will tackle issues of rules and regulations as well as traders’ rights and obligations, while strengthening participants’ entrepreneurial competencies. It will be facilitated by certified trainers and will propose practical and hands-on activities based on an existing methodology and on a trader’s guide developed by UNCTAD. The training will also facilitate a dialogue between informal cross-border traders, cross-border trade associations and border authorities.

Result and evidence

The planned deliverable is expected to contribute to the result, which is a greater number of women informal cross-border traders who access formal trade channels and who have the entrepreneurial skills to run successful businesses and thrive beyond subsistence levels.

Evidence of the result, if achieved, will include the fact that more than half of the approximately 100 women trained will take steps to switch to formal trade channels and confirm their better understanding of how to scale up and/or diversify their business, as measured by a follow-up survey at the end of the workshops. The pilot training programme delivered at six border areas in Malawi, the United Republic of Tanzania and Zambia is expected to be replicated in other borders, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards collective attainment of the objective.

Performance measures

2018	2019	2020
Lack of awareness by women informal traders about border procedures, documentation requirements and rights and obligations, and lack of basic entrepreneurial skills.	Increased awareness by women traders about border procedures, documentation requirements and rights and obligations, and to increasing knowledge about basic entrepreneurial skills. Benefits also to customs officers who attended the training on trade rules and procedures.	More than half of the women trained take steps to switch to formal trade channels and have a good understanding of how to scale up and/or diversify their business. The pilot training programme delivered at six border areas in Malawi, the United Republic of Tanzania and Zambia is expected to be replicated in other border posts and possibly in a different region building on its positive results.

12.39 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

12.40 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	18	22	22
Substantive services for meetings (number of three-hour meetings)	40	32	42	64
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	18	18	15	21
Seminars, workshops and training events (number of days)	199	226	46	124
Publications (number of publications)	27	13	36	31
Technical materials (number of materials)	14	14	18	19
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables**Variations between the actual and planned figures in 2018**

- 12.41 The variance in substantive services for meetings was driven mainly by a decrease in the number of meetings of the annual sessions of the Trade and Development Commission and related expert meetings, owing to the delay in the decision of the Trade and Development Board on the date and topic of the Commission, which prevented the meetings from taking place in 2018.
- 12.42 The variance in seminars, workshops and training events was driven mainly by an increase in capacity-building training, owing to the fact that two planned training sessions on trade and gender for 2019 were completed in 2018.
- 12.43 The variance in publications was driven mainly by a reduction in the number of documents on trade, multilateralism and the Sustainable Development Goals, as well as on trade trends and policy in the international context, owing to the fact that most outputs of the 2018–2019 cycle were planned for delivery in the second year of the biennium.

Variations between the planned figures for 2020 and 2019

- 12.44 The variance in substantive services for meetings is driven mainly by an increase in number of meetings for the fifteenth session of UNCTAD, owing to the four-year cycle of the Conference.
- 12.45 The variance in seminars, workshops and training events is driven mainly by seminars for policymakers and capacity-building training, owing to the fact that most of the workshops and training sessions planned for 2018–2019 were completed in 2018, leaving a comparatively smaller amount of the planned deliverables for 2019.
- 12.46 The variance in publications is driven mainly by the decrease in trade and sector-specific publications and by publications on trade, commodities, economic diversification and value addition, owing to the fact that six of the publications are published every two years and will be delivered in 2019.



Subprogramme 4 Technology and logistics

1. Objective

- 12.47 The objective, to which this subprogramme contributes, is to harness innovation and technology, including e-commerce and the digital economy, trade logistics and capacity-building, for inclusive and sustainable trade and development in developing countries.

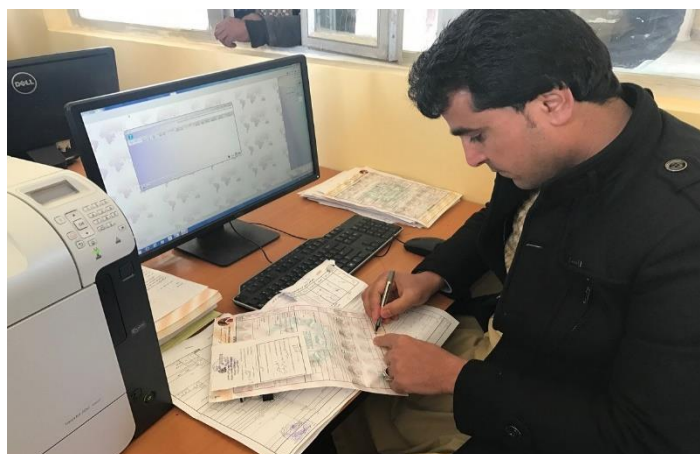
2. Alignment with the Sustainable Development Goals

- 12.48 The objective is aligned with Sustainable Development Goal 5 (achieve gender equality and empower all women and girls), Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 14 (conserve and sustainably use the oceans, seas and marine resources for sustainable development), Goal 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted result in 2018

Modernized customs in Afghanistan

In 2018, as Afghanistan gradually emerged from years of conflicts, the Government of Afghanistan pushed ahead with ambitious reconstruction efforts and modernization of its administration. Modernization of the Afghanistan Customs Department continued to be one of the top priorities of the Government as it became apparent that more efficient and transparent customs procedures were essential to improve national competitiveness and transparency and help kick-start the national economy. The launch of a national development strategy also required higher and more predictable levels of domestic fiscal resources, which entailed transparent and effective customs tariff revenue collection mechanisms. The UNCTAD Automated System for Customs Data customs modernization programme was therefore selected as an appropriate solution in 2005.



Afghan customs officer using the UNCTAD Automated System for Customs Data.
Source: UNCTAD

Result and evidence

The deliverable contributed to the result, which is expedited customs clearance and improved tariff collection. The Automated System for Customs Data programme, using software developed and implemented by UNCTAD staff,

was gradually rolled out in Afghan customs over a period of 13 years. The System was rolled out simultaneously with UNCTAD-led trade facilitation reforms implemented with the Ministries of Finance and of Commerce. The implementation of valuation control in the system enabled the processing and monitoring of 90 per cent of the international trade volume (measured in monetary value) of Afghanistan.

Evidence of the result includes that, by the end of 2018, the Automated System for Customs Data system covered more than 90 per cent of international trade in Afghanistan, as measured by the volume of trade processed through the system as compared to the total trade volume, delivering benefits to the country, such as contributing to the increase in customs' annual revenue from \$50 million in 2005 to almost \$1 billion in 2018. Moreover, the computerization of customs operations has played an essential role in the consistent and transparent enforcement of customs legislation, regulations and procedures at the national level. For instance, an exemption module was deployed in 2016 covering all processing steps to prevent forged exemption certificates, ensure transparent processing and reduce processing time. In 2017, 65,169 exemption certificates were processed using the Automated System for Customs Data. Through better management, that figure fell to 10,168 in 2018. The automation of customs procedures leads to eased trade procedures, faster and easier exports and imports, as well as timely information provided to decision makers. Indeed, at Torkham, on the border with Pakistan, over 90 per cent of trucks are now cleared in under 1.5 hours, down from 18 hours in 2003. The System has also allowed for the implementation of risk management in customs operations, greatly improving customs controls and revenue collection. Risk management and valuation control modules contributed to a \$15 million increase in revenue between 2016 and 2017.

Beyond Afghanistan, over 100 developing countries work with UNCTAD to use the Automated System for Customs Data to automatize their customs process, thereby greatly contributing to improving the management of customs, raising revenues from tariffs and enhancing their private sector's competitiveness in international trade. The programme has been updated and upgraded regularly over the years and is now developing a customs-centric single window system that enables international traders to submit regulatory documents at a single window location and bring together various stakeholders interacting with customs during import/export procedures.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 12.49 A planned result for 2018, which is improved efficiency and sustainability of trade logistics of developing countries and some countries with economies in transition, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 22 developing countries and countries with economies in transition that increased the efficiency of their customs administration (for example, through a reduction in goods clearance time and an increase in revenue collection) with assistance from the Automated System for Customs Data programme of UNCTAD. This allowed for shorter clearance times for goods at borders, thereby reducing the cost of doing business and enhancing the competitiveness of beneficiary economies. It also enhanced the tariff revenue collection in beneficiary countries, facilitating domestic resource mobilization in support of national development strategies.

4. Highlighted planned result for 2020

Boosting digital readiness in developing countries

In 2018, in response to the Nairobi Maaifikiano, UNCTAD presented a new work programme on e-commerce and the digital economy to support developing countries, especially the least developed countries, in harnessing the digital economy for development. The digitalization of the world economy has transformative impacts on all countries. However, given the wide divides between and within countries in terms of digital readiness, the digital shift can result in widening income inequalities.

Challenge and response

The challenge was to support member States and development partners in their decision-making and policy formulation on e-commerce and digital economy for development, in a gender-sensitive manner. Addressing that challenge requires work along three tracks: research and analysis, policy dialogue and capacity-building.

UNCTAD provides help in developing a sound basis for policymaking and supporting consensus-building processes through research and analysis that can help member States be more informed and better understand policy options and practices to benefit from e-commerce and the digital economy. This research work includes the *Digital Economy Report*, to be launched in 2019, as well as policy briefs and other publications. The second track of work involves international policy dialogue, including through the new Intergovernmental Group of Experts on e-Commerce and the Digital Economy, the UNCTAD – Commerce Week, held in Geneva, and regional events, such as the Africa – Commerce Week, held in December 2018, which was co-organized in Nairobi by the African Union and the European Union. In 2019, a new working group on measuring e-commerce and the digital economy will be convened. The third track relates to technical assistance and capacity-building, including by making assistance more transparent and easily accessible, through the e-Trade for All initiative (etradeforall.org) and its 30 partner organizations. UNCTAD technical assistance covers e-commerce and law reform, information and communications technology policy reviews and national e-commerce strategies, measuring e-commerce and the digital economy, rapid e-trade readiness assessments and the promotion of a network of women leaders in e-commerce in developing countries.

In response, for 2020, UNCTAD will prepare a dozen rapid e-trade readiness assessments and several national e-commerce strategies, thereby expanding the coverage of beneficiary countries. More countries will expect assistance in fostering their legal frameworks for e-commerce and in developing their ability to measure and monitor the digital economy. The rapid e-trade readiness assessments will provide least developed countries with up-to-date diagnostics of how they would harness the potential of the digital revolution for e-commerce, trade and development. Meanwhile, the e-Trade for All initiative will help to ensure more effective global support to developing countries.

Result and evidence

The planned deliverables are expected to contribute to the result, which is the enhanced readiness of member States to engage in and benefit from e-commerce and the digital economy. Evidence of the result, if achieved, will include the adoption of relevant laws and regulations; the implementation of policy actions recommended by UNCTAD through its technical assistance work; improved publicly available statistics provided by UNCTAD; policy actions taken by countries in the implementation and upscaling of programmes and initiatives on e-commerce and the digital economy; and the increased number of development partners/donors incorporating e-commerce and the digital economy in their development assistance strategies, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Divides between and within countries in terms of readiness to participate in and benefit from e-commerce and the digital economy	Availability of information and tools through a multi-track approach of research and analysis, policy dialogue and technical cooperation, including the launch of new network of women in e-commerce	Actions by member States, including the adoption of legal and regulatory frameworks and policy actions recommended by UNCTAD through its technical assistance work; improved availability of statistics through UNCTAD assistance; and the improved incorporation of e-commerce and digital economy issues in development assistance strategies of development partners/donors.

- 12.50 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 12.51 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	18	19	21	25
Substantive services for meetings (number of three-hour meetings)	48	50	47	73
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	30	33	32	32
Seminars, workshops and training events (number of days)	415	419	514	419
Publications (number of publications)	7	18	27	24
Technical materials (number of materials)	8	12	15	14
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variations between the actual and planned figures in 2018

- 12.52 The variance in parliamentary documentation was driven mainly by the background notes and reports for the Trade and Development Board, owing to the inclusion in the Board of two sessions related to the mandate of the Division on Technology and Logistics. The subprogramme had to prepare the two related background notes.
- 12.53 The variance in publications was driven by an increase in rapid e-trade readiness assessments, owing to the publication of 11 such assessments in 2018 in response to the Nairobi Maafikiano mandate to strengthen UNCTAD work on e-commerce and the digital economy.
- 12.54 The variance in technical materials was driven mainly by UNCTAD policy briefs, owing to the enhanced dissemination of the Organization’s research products in response to evaluation findings and recommendations from an in-depth evaluation of the subprogramme of 2017 and an UNCTAD-wide evaluation of UNCTAD conducted by OIOS in 2015.

Variations between the planned figures for 2020 and 2019

- 12.55 The variance in parliamentary documentation is driven mainly by an increase in the report and background documents for the fifteenth session of UNCTAD, owing to the four-year cycle of the Conference.
- 12.56 The variance in substantive services for meetings is driven mainly by an increase in meetings of the fifteenth session of UNCTAD, including preparatory meetings, owing to the four-year cycle of the Conference.
- 12.57 The variance in seminars, workshops and training events is driven mainly by a decrease in events on transport, trade logistics and trade facilitation, owing to the uncertainty regarding the continued availability of extrabudgetary resources, in 2020, to fund such activities.



Subprogramme 5 Africa, least developed countries and special programmes

1. Objective

- 12.58 The objective, to which this subprogramme contributes, is to ensure structural transformation and the 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.

2. Alignment with the Sustainable Development Goals

- 12.59 The objective is aligned with Sustainable Development Goal 1 (end poverty in all its forms everywhere), Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 10 (reduce inequality within and among countries), Goal 14 (conserve and sustainably use the oceans, seas and marine resources for sustainable development) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted result in 2018

Harnessed potential of fisheries for export diversification in structurally vulnerable economies

In 2018, research and technical cooperation activities were carried out on how to diversify the export and productive structure of the least developed countries and other vulnerable economies, with special emphasis on the fisheries sector. UNCTAD identified the pressing challenges facing the fisheries sector and articulated policy and institutional responses to the challenges. It identified ways to expand into more productive industrial food processing, through research studies, workshops and technical training on how to improve compliance with sanitary and phytosanitary standards, in relation to the development of the fisheries sector. Although the sector holds potential for employment and development in the least developed countries, as it is one of the fastest growing industries, it remains informal and dominated by traditional ancestral activities. Consequently, many least developed countries have been unable to exploit fully the potential of fisheries for diversification and economic development. Even though the least developed countries are some of the biggest producers of fish, their share in global exports remains at 2 per cent. Compliance with international public and private standards is one of the most significant barriers to export for the least developed countries.



*Signing ceremony of the memorandum of understanding, Viet Nam.
Source: UNCTAD*

Result and evidence

The deliverable contributed to the result, which is to advance structural transformation in the economies of the least developed countries. The materials of the research and training workshops on harnessing the potential of the fisheries sector, which were formalized in a training manual, formed the basis of technical cooperation activities in Africa and in Asia focusing on diversifying fisheries exports and fostering productive capacity development and structural transformation.

Evidence of the result includes, as illustrated in the photo above, the signing of a memorandum of understanding between UNCTAD and leading research centres in Mauritius and Viet Nam to establish two regional centres of excellence that would serve as technical advisory outreach services and training hubs for fisheries and aquaculture for the least developed countries and other vulnerable economies. The goal of the centres is to enable the least developed countries to more effectively harness the sustainable development potential of the fisheries and aquaculture sectors to structurally transform their economies. This is further supported by the demand among beneficiary countries in Asia and Africa to pursue this training and cooperate on fisheries and aquaculture issues in a more formal setting. The first regional training course on how best to harness the potential of the fisheries sector for socioeconomic development in the least developed countries was held in November 2018 in the newly established Asian regional centre of excellence in Viet Nam. In particular, the course targeted how to build the human, regulatory and institutional capacities needed to meet international food safety standards.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 12.60 A planned result for 2018, which is greater awareness of and dialogue on policy options to promote the economic development of Africa, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the number of member States reporting increased capacity as a result of UNCTAD research and analysis for the national policymaking process. For instance, some of the main conclusions and recommendations originating from the *Economic Development in Africa Report 2018: Migration for Structural Transformation* were included and fed in the socioeconomic discussions that led to the adoption of the Global Compact for Migration.

4. Highlighted planned result for 2020

Building productive capacities for economic transformation

In 2018, Africa and the least developed countries accounted for less than 3 per cent of global trade, even though they represented 30 per cent of the world's population and some 57 per cent of people living in extreme poverty. UNCTAD initiated a benchmarking exercise and carried out research and policy analysis in order to identify which components of productive capacity – productive resources, entrepreneurial capabilities and production linkages – the individual countries needed to address in order to support their economic transformation.

Challenge and response

Owing to the lack of productive capacities, the challenge was, as highlighted by the research and policy analysis work carried out by UNCTAD, to support the full exploitation of those countries' trade potential to diversify their economies, create employment and support long-term sustainable development. The research further identified that countries often did not know which productive capacity components they needed to strengthen the most to achieve their goals.

In response, for 2020, the subprogramme will design and develop a methodology for a productive capacity index and calculate indices for beneficiary countries, as part of a new programmatic approach focused on benchmarking and building productive capacities in landlocked developing countries and aimed at diversifying their economies and participating more fully in international trade. This new programmatic approach, which aims to link research and analysis with training and targeted policy advice and options, will be implemented in combination with training, workshops and ad hoc advisory services to landlocked countries at first, with a view to expanding the sample to

more countries at a later stage. This work, as mandated by the Economic and Social Council in its resolution 2017/29, aims to measure progress in and identify obstacles to the development of productive capacities in developing countries. In order to develop productive capacities, it is necessary to address the three equally important issues of building new capacities, utilizing current capacities and maintaining existing ones. This will have policy implications for landlocked developing countries. Developing new productive capacities, while utilizing and maintaining existing ones, should be carefully sequenced. This should include having a clearly defined time frame and considering the initial conditions and resource endowments in each country. Operationally, this means that, while the medium- to long-term goal should be to build new capacities, in the short term the focus should be on how to maintain and utilize existing capacities. Full and effective utilization of existing productive capacities will require the adequate availability of inputs, better infrastructure, developing the skills of the workforce and coordinated implementation of trade and development policies.

Result and evidence

The planned deliverable is expected to contribute to the result, which is increased capacity to implement targeted policies aimed to achieve structural transformation in landlocked developing country economies. The countries, by knowing their optimal starting and finishing positions with regard to productive capacities, will be in a position to adopt and implement relevant policies to strengthen the identified gaps in their respective productive capacities.

Evidence of the result, if achieved, will include the implementation by member States of the productive capacity index for landlocked developing countries calculated by the subprogramme, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Absence of benchmarking on productive capacities	Availability of a methodology for calculating a productive capacity index	Implementation of the productive capacity index by landlocked developing countries

- 12.61 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 12.62 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.5
Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	11	6	10
Substantive services for meetings (number of three-hour meetings)	8	8	10	31
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	3
Seminars, workshops and training events (number of days)	16	22	20	19
Publications (number of publications)	4	7	5	9
Technical materials (number of materials)	4	4	2	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				

6. Most significant relative variances in deliverables

Variations between the actual and planned figures in 2018

- 12.63 The variance in seminars, workshops and training events was driven by additional 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, the Istanbul Programme of Action, as well as on trade and poverty, owing to increased efforts to enhance the use of the subprogramme’s research outputs for the improvement of evidence-based policymaking.
- 12.64 The variance in publications was driven mainly by additional research and analytical studies on duty-free and quota-free market access and rules of origin, and a publication on the challenges facing the least developed countries with respect to the achievement of the Sustainable Development Goals owing to calls from UNCTAD member States for specific policy actions on least developed countries and guidance on how to address their sustainable development challenges and progress towards achieving the targets of the Goals. The handbooks on duty-free, quota-free market access also provided updated information and technical material to member States, in a rapidly changing international trade environment, after the Bali and Nairobi ministerial decision of WTO on preferential rules of origin for least developed countries, and as background material to the negotiations of the African Continental Free Trade Area.

Variations between the planned figures for 2020 and 2019

- 12.65 The variance in parliamentary documentation is driven by the increase in the reports and background documents of the fifteenth session of UNCTAD, owing to the four-year cycle of the Conference, and to an increase in the reports for the Economic and Social Council, including on vulnerability profiles, owing to the fact that the triennial review of the least developed countries category by the Committee for Development Policy was carried out in March 2018, which led to an increase in the number of vulnerability profiles to be prepared in 2020, compared with those being prepared for 2019. This increase is in turn related to the next review scheduled to take place in early 2021. The number of

profiles depends on the number of least developed countries found to be pre-eligible for graduation in the previous review.

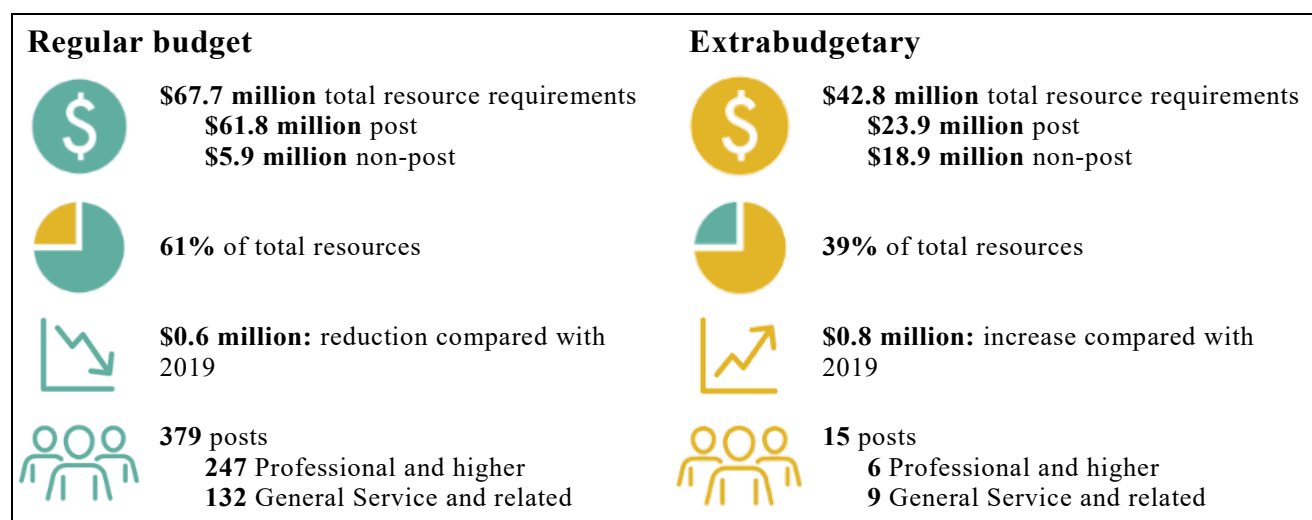
- 12.66 The variance in substantive services for meetings is driven mainly by an increase in the meetings of the fifteenth session of UNCTAD, including preparatory meetings, owing to the four-year cycle of the Conference.
- 12.67 The variance in publications is driven mainly by four new reports, on building and measuring productive capacities, enhancing coherence between trade and industrial strategies for poverty alleviation in Africa, lessons learned on geographical indications, and sectoral and thematic issues of interest for landlocked developing countries, owing to a response to positive evaluation findings on the appreciation of the subprogramme's publications arising from an in-depth subprogramme evaluation conducted in 2018.

B. Proposed post and non-post resource requirements for 2020

Overview

12.68 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in figure 12.II and table 12.6.

Figure 12.II
2020 in numbers



Note: Estimates before recosting.

Table 12.6

Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Financial resources									
Policymaking organs	199.2	199.2	–	–	–	–	199.2	199.2	–
Executive direction and management	5 305.3	5 144.5	(160.8)	191.2	194.7	3.4	5 496.5	5 339.2	(157.3)
Programme of work									
1. Globalization, interdependence and development	10 946.0	10 808.5	(137.5)	4 840.3	4 927.9	87.1	15 786.3	15 736.4	(49.9)
2. Investment and enterprise	12 200.9	12 063.4	(137.5)	4 134.6	4 209.0	74.3	16 335.5	16 272.4	(63.1)
3. International trade and commodities	14 233.7	14 096.2	(137.5)	2 795.1	2 845.4	50.3	17 028.8	16 941.6	(87.2)
4. Technology and logistics	8 220.6	8 220.6	–	24 868.5	25 316.2	447.7	33 089.1	33 536.8	447.7
5. Africa, least developed countries and special programmes	4 734.2	4 799.1	64.9	1 053.9	1 072.8	18.9	5 788.1	5 871.9	83.8
Subtotal, programme of work	50 335.4	49 987.8	(347.6)	37 692.4	38 371.3	678.9	88 027.8	88 359.1	331.3
Programme support	12 433.5	12 320.2	(113.3)	4 144.9	4 219.5	74.6	16 578.4	16 539.7	(38.7)
Total	68 273.4	67 651.7	(621.7)	42 028.5	42 785.1	756.6	110 301.9	110 436.8	134.9

Section 12 Trade and development

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Post resources									
Executive direction and management	31	30	(1)	–	–	–	31	30	(1)
Programme of work									
1. Globalization, interdependence and development	63	62	(1)	–	–	–	63	62	(1)
2. Investment and enterprise	76	75	(1)	–	–	–	76	75	(1)
3. International trade and commodities	83	82	(1)	–	–	–	83	82	(1)
4. Technology and logistics	49	49	–	2	2	–	51	51	–
5. Africa, least developed countries and special programmes	26	26	–	–	–	–	26	26	–
Subtotal, programme of work	297	294	(3)	2	2	–	299	296	(3)
Programme support	56	55	(1)	13	13	–	69	68	(1)
Total	384	379	(5)	15	15	–	399	394	(5)

Overview of resources for the regular budget

12.69 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 12.7 to 12.9. The proposals reflect reductions that were made possible, in part, by the redistribution of work within the divisions of UNCTAD. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 12.7
Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

Component	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate after recosting
			Technical adjustments	New/expanded mandates	Other	Total		
Policymaking organs	161.5	199.2	–	–	–	–	199.2	202.4
Executive direction and management	5 119.4	5 305.3	–	–	(160.8)	(160.8)	5 144.5	5 283.5
Programme of work	52 216.0	50 335.4	72.8	–	(420.4)	(347.6)	49 987.8	51 959.9
Programme support	11 172.3	12 433.5	–	–	(113.3)	(113.3)	12 320.2	13 097.5
Total	68 669.2	68 273.4	72.8	–	(694.5)	(621.7)	67 651.7	70 543.3
Main category of expenditure								
Post	63 866.8	62 411.3	72.8	–	(683.1)	(610.3)	61 801.0	64 604.3
Non-post	4 802.4	5 862.1	–	–	(11.4)	(11.4)	5 850.7	5 939.0
Total	68 669.2	68 273.4	72.8	–	(694.5)	(621.7)	67 651.7	70 543.3

Table 12.8
Evolution of established post resources by category

	<i>Changes</i>				<i>2020 estimate</i>	<i>Variance</i>
	<i>2019 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
USG	1	–	–	–	1	–
ASG	1	–	–	–	1	–
D-2	5	–	–	–	5	–
D-1	20	–	–	–	20	–
P-5	49	–	–	1	50	1
P-4	63	–	–	(1)	62	(1)
P-3	73	–	–	(1)	72	(1)
P-2/1	32	–	–	–	32	–
Subtotal	244	–	–	(1)	243	(1)
General Service						
Principal level	10	–	–	–	10	–
Other level	126	–	–	(4)	122	(4)
Subtotal	136	–	–	(4)	132	(4)
Total	380	–	–	(5)	375	(5)

Note: The breakdown of post changes by component, subprogramme and post level is provided in annex II.
Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Table 12.9
Evolution of temporary post resources by category

	<i>Changes</i>				<i>2020 estimate</i>	<i>Variance</i>
	<i>2019 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
P-5	1	–	–	–	1	–
P-4	2	–	–	–	2	–
P-3	1	–	–	–	1	–
Subtotal	4	–	–	–	4	–
General Service						
Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total	4	–	–	–	4	–

Policymaking organs

12.70 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 2491 (XXIII), as amended by resolutions [41/176](#), [42/25](#), section VI, and [43/217](#), section IX, while the provisions for members of the functional commissions are in accordance with Assembly resolutions 1798 (XVII), 2128 (XX) and 2245 (XXI). Tables 12.10 and 12.11 provide information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 12.10
Policymaking organs

	Mandate	Description	Membership		Resource requirements (thousands of United States dollars)		
			Governments	Experts	2019 appropriation	2020 estimate (before recosting)	
Commission on Science and Technology for Development	General Assembly resolution 46/235	Provides overall direction to the related programme of work, 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.	43		1: Twenty-third session	139.1	139.1
Commission on Investment	General Assembly resolution 49/130	Deals with issues related to investment, technology and related financial issues, as well as enterprise and information and communications technology issues.		16	1: Twelfth session	34.9	34.9
United Nations Conference on Trade and Development	General assembly resolution 1995 (XIX)	Promotes international trade, especially with a view to accelerating economic development, particularly trade between countries at different stages of development, between developing countries and between countries with different systems of economic and social organization, taking into account the functions performed by existing international organizations; formulates principles and policies on international trade and related problems of economic development; makes proposals to put said principles and policies into effect and to take such other steps within its competence as may be relevant to this end, having regard to differences in economic systems and stages of development; reviews and facilitates the coordination of activities of other institutions within the United Nations system in the field of international trade and related problems of economic development, and in this regard to cooperate with the General Assembly and the Economic and Social Council with respect to the performance of their responsibilities for coordination under the Charter of the United Nations; initiates action, where appropriate, in consultation with the competent organs of	195		1: Fifteenth session	25.2	25.2

Part IV International cooperation for development

Mandate	Description	Membership			Resource requirements (thousands of United States dollars)	
		Governments	Experts	Number of sessions in 2020	2019 appropriation	2020 estimate (before recosting)
	the United Nations for the negotiation and adoption of multilateral legal instruments in the field of trade, with due regard to the adequacy of existing organs of negotiation and without duplication of their activities; is available as a centre for harmonizing the trade and related development policies of Governments and regional economic groupings in pursuance of Article 1 of the Charter of the United Nations.					
Total					199.2	199.2

12.71 The proposed regular budget resources for 2020 amount to \$199,200 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 12.11.

Table 12.11

Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				Total	Percentage	Total (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Non-post	161.5	199.2	–	–	–	–	–	199.2	

Executive direction and management

12.72 The Secretary-General of UNCTAD provides overall direction on substantive and managerial matters and ensures the effective servicing of the intergovernmental machinery of UNCTAD, in particular the quadrennial sessions of the Conference and the sessions of the Trade and Development Board. The Deputy Secretary-General deputizes for the Secretary-General and oversees the operations of the secretariat regarding the strategic, programmatic and managerial aspects, including promoting strategic integration and policy coherence and collaborative work with relevant entities and overseeing communications, in order to enhance the visibility, use and impact of the work of UNCTAD.

12.73 The Office of the Secretary-General assists the Secretary-General and the Deputy Secretary-General in discharging their above-mentioned responsibilities. The UNCTAD New York Office works on enhancing outreach to member State delegations based in New York, and to enhance coordination with other United Nations entities, regional and specialized organizations and other relevant partners. The Regional Office for Africa provides substantive support, technical expertise and advisory services to member States, regional organizations and regional economic communities in Africa.

12.74 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental

management practices into its operations. In 2018, a highlight was that UNCTAD purchased certified emissions reductions to offset the travel-related carbon emissions and was certified by the secretariat of the United Nations Framework Convention on Climate Change as climate neutral. In addition, as a non-resident entity collocated within the Palais de Nations premises in Geneva, UNCTAD became carbon neutral from the facility aspect due to the efforts of the United Nations Office at Geneva to entirely offset the greenhouse gas emissions related to facilities of the Palais des Nations. In 2020, the Office will endeavour to reduce its carbon footprint by continuing to purchase certified emissions reductions whenever possible. UNCTAD will continue to collaborate with the United Nations Office at Geneva and the secretariat of the United Nations Framework Convention on Climate Change, along with other climate-neutral United Nations agencies and entities for the implementation of the Greening the Blue commitment to achieve climate neutrality by 2020, of which UNCTAD is an active member.

12.75 Information on compliance with regard to the timely submission of documentation and advanced booking for air travel is reflected in table 12.12.

Table 12.12
Compliance rate
 (Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	55	100	100

12.76 The proposed regular budget resources for 2020 amount to \$5,144,500 and reflect a decrease of \$160,800 compared with the appropriation for 2019. Additional details are reflected in figures 12.III and 12.IV and table 12.13.

Figure 12.III
Resources for executive direction and management as a percentage of the regular budget
 (Millions of United States dollars)

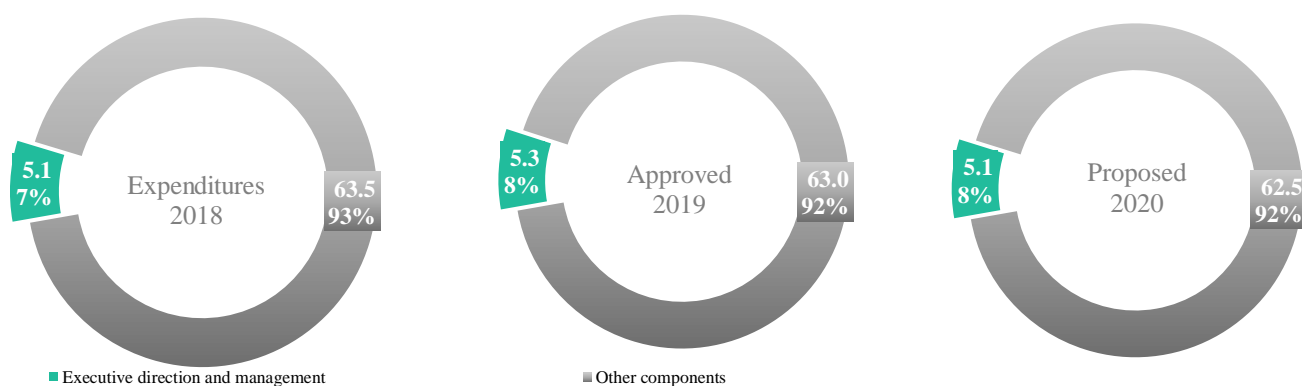


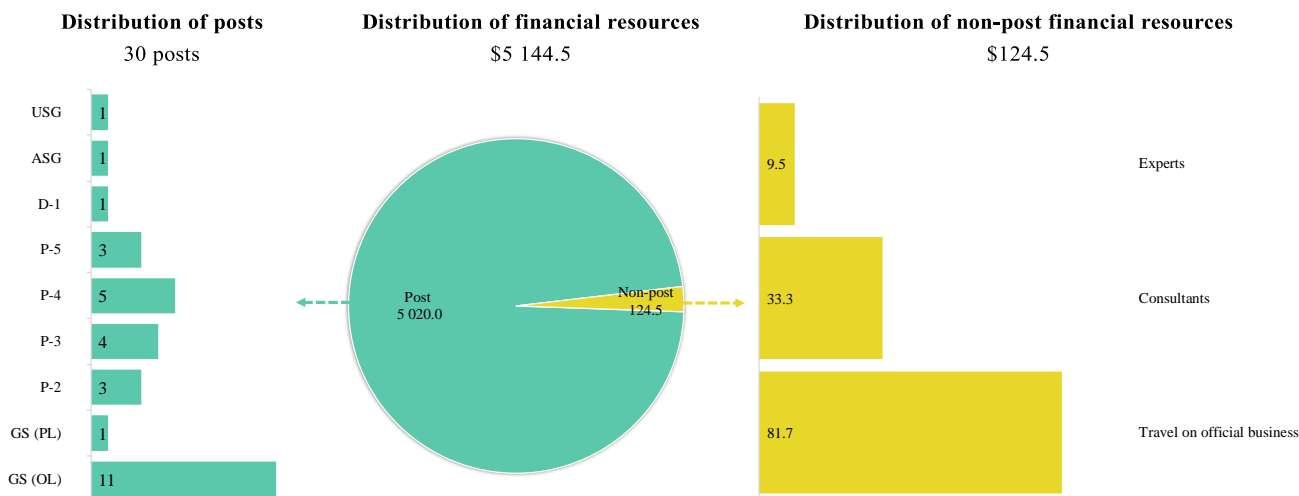
Table 12.13
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Technical adjustments	Change			2020 estimates (before recosting)	
				New/ expanded mandates	Other	Total Percentage		
Financial resources by main category of expenditure								
Post	4 998.5	5 180.8	–	–	(160.8)	(160.8)	(3.1)	5 020.0
Non-post	120.9	124.5	–	–	–	–	–	124.5
Total	5 119.4	5 305.3	–	–	(160.8)	(160.8)	(3.0)	5 144.5
Post resources by category								
Professional and higher		19	–	–	(1)	(1)	(5.3)	18
General Service and related		12	–	–	–	–	–	12
Total		31	–	–	(1)	(1)	(3.2)	30

Figure 12.IV
Executive direction and management: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

12.77 The variance of \$160,800 reflects:

Other changes. The decrease of \$160,800 relates to the proposed abolishment of one post of Public Information Officer (P-3) in the Communications, Information and Outreach Section owing to a planned redistribution of work for 2020.

12.78 The executive direction and management component is supported by extrabudgetary resources, estimated at \$194,700, as reflected in table 12.6. The resources would support various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The increase of \$3,400 is due mainly to the projected increase in the amount of pledges.

Programme of work

12.79 The proposed regular budget resources for 2020 amount to \$49,987,800 and reflect a net decrease of \$347,600 compared to the appropriation for 2019. Additional details are reflected in figures 12.V and 12.VI and table 12.14.

Figure 12.V

Resources for programme of work as a percentage of the regular budget

(Millions of United States dollars)

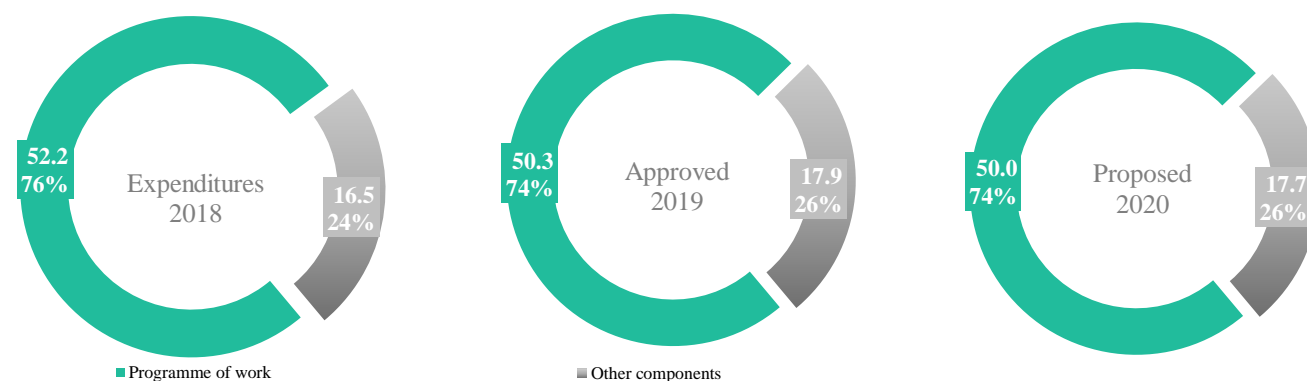


Table 12.14

Programme of work: evolution of financial and post resources

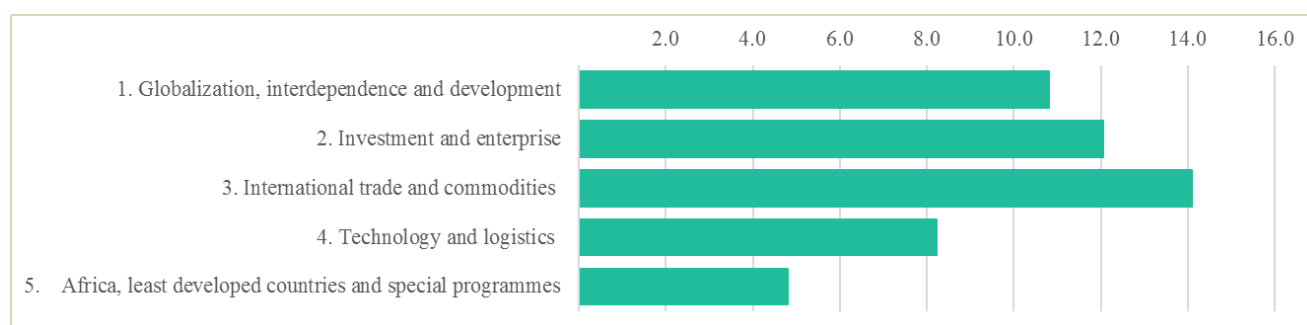
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes			Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by subprogramme								
1. Globalization, interdependence and development	11 697.1	10 946.0	–	–	(137.5)	(137.5)	(1.3)	10 808.5
2. Investment and enterprise	13 112.3	12 200.9	–	–	(137.5)	(137.5)	(1.1)	12 063.4
3. International trade and commodities	14 090.4	14 233.7	–	–	(137.5)	(137.5)	(1.0)	14 096.2
4. Technology and logistics	8 631.7	8 220.6	–	–	–	–	–	8 220.6
5. Africa, least developed countries and special programmes	4 684.5	4 734.2	72.8	–	(7.9)	64.9	1.4	4 799.1
Total	52 216.0	50 335.4	72.8	–	(420.4)	(347.6)	(2.8)	49 987.8
Financial resources by main category of expenditure								
Post	50 131.2	49 044.8	72.8	–	(420.4)	(347.6)	(0.7)	48 697.2
Non-post	2 084.8	1 290.6	–	–	–	–	–	1 290.6
Total	52 216.0	50 335.4	72.8	–	(420.4)	(347.6)	(0.7)	49 987.8
Post resources by subprogramme								
1. Globalization, interdependence and development	–	63	–	–	(1)	–	–	62
2. Investment and enterprise	–	76	–	–	(1)	–	–	75

Part IV International cooperation for development

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. International trade and commodities	–	83	–	–	(1)	–	–	82
4. Technology and logistics	–	49	–	–	–	–	–	49
5. Africa, least developed countries and special programmes	–	26	–	–	–	–	–	26
Total	–	297	–	–	–	–	–	294

Figure 12.VI
Distribution of proposed resources for 2020 by subprogramme
(Millions of United States dollars)



**Subprogramme 1
Globalization, interdependence and development**

12.80 The proposed regular budget resources for 2020 amount to \$10,808,500 and reflect a decrease of \$137,500 compared with the appropriation for 2019. Additional details are reflected in table 12.15 and figure 12.VII.

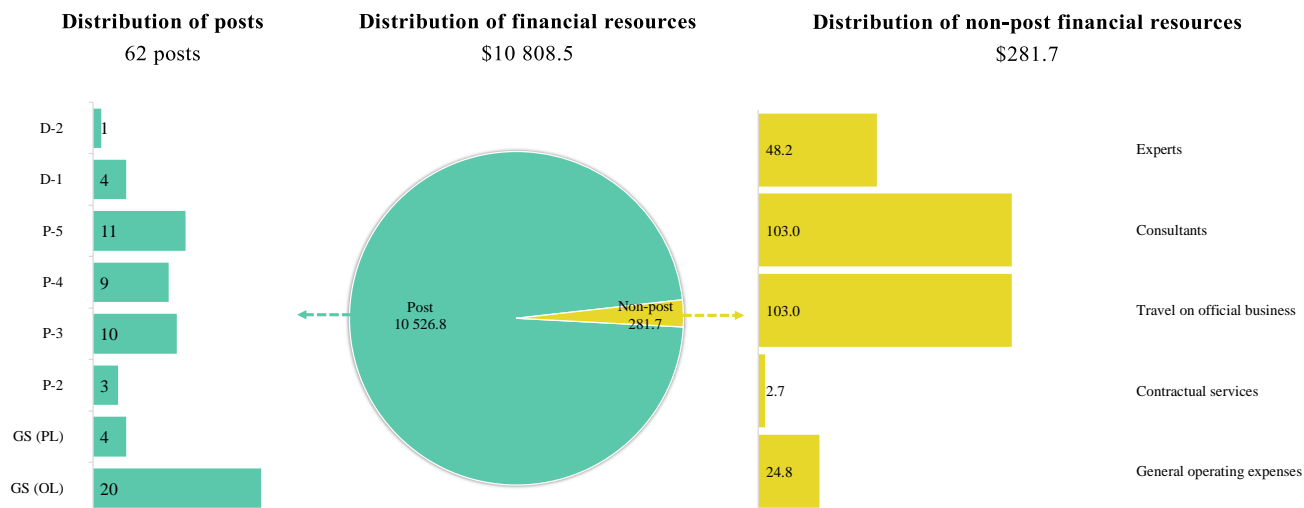
Table 12.15
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of post)

	2018 expenditure	2019 appropriation	Change					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	10 488.5	10 664.3	–	–	(137.5)	(137.5)	(1.3)	10 526.8
Non-post	1 208.6	281.7	–	–	–	–	–	281.7
Total	11 697.1	10 946.0	–	–	(137.5)	(137.5)	(1.3)	10 808.5
Post resources by category								
Professional and higher		38	–	–	–	–	–	38
General Service and related		25	–	–	(1)	(1)	(4.0)	24
Total		63	–	–	(1)	(1)	(1.6)	62

Figure 12.VII
Subprogramme 1: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

12.81 The variance of \$137,500 reflects:

Other changes. The decrease of \$137,500 relates to the proposed abolishment of one post of Statistical Assistant (General Service (Other level)) in the Division on Globalization and Development Strategies owing to a planned redistribution of work for 2020.

12.82 The subprogramme is supported by extrabudgetary resources estimated at \$4,927,900 as reflected in table 12.6. The resources would provide for various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The increase of \$87,100 is due mainly to the projected increase in the amount of pledges.

Subprogramme 2 Investment and enterprise

12.83 The proposed regular budget resources for 2020 amount to \$12,063,400 and reflect a decrease of \$137,500 compared with the appropriation for 2019. Additional details are reflected in table 12.16 and figure 12.VIII.

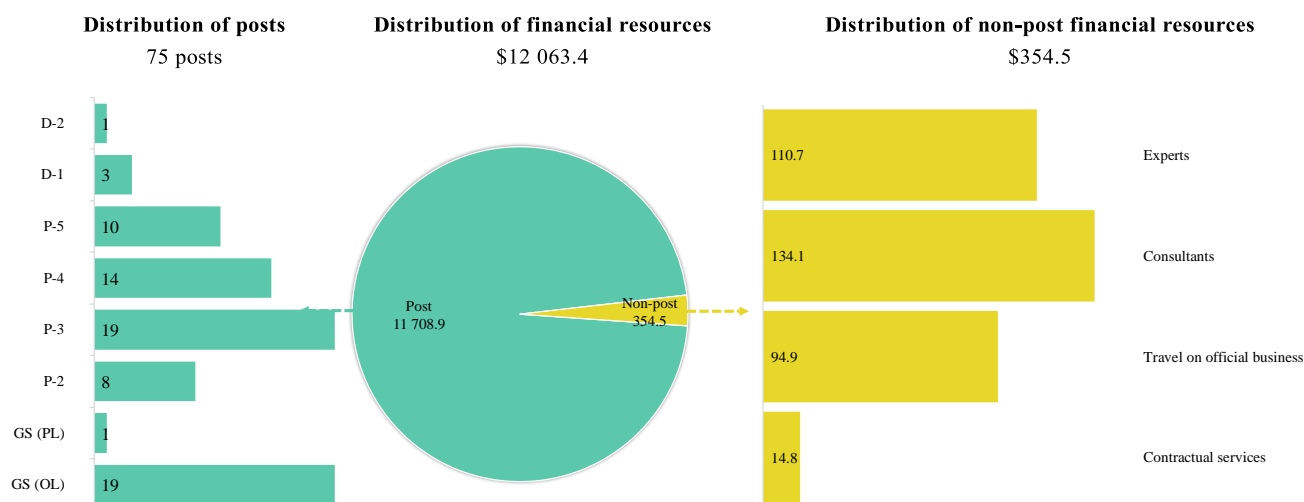
Table 12.16
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of post)

	2018 expenditure	2019 appropriation	Change				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	12 816.4	11 846.4	–	–	(137.5)	(137.5)	(1.2)	11 708.9
Non-post	295.9	354.5	–	–	–	–	–	354.5
Total	13 112.3	12 200.9	–	–	(137.5)	(137.5)	(1.1)	12 063.4
Post resources by category								
Professional and higher	–	55	–	–	–	–	–	55
General Service and related	–	21	–	–	(1)	(1)	(4.8)	20
Total	–	76	–	–	(1)	(1)	(1.3)	75

Figure 12.VIII
Subprogramme 2: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

12.84 The variance of \$137,500 reflects:

Other changes. The decrease of \$137,500 relates to the proposed abolishment of one post of Graphic Design Assistant (General Service (Other level)) in the Division on Investment and Enterprise owing to a planned redistribution of work for 2020.

12.85 The subprogramme is supported by extrabudgetary resources estimated at \$4,209,000, as reflected in table 12.6. The resources would provide for various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The increase of \$74,300 is due mainly to the projected increase in the amount of pledges.

Subprogramme 3 International trade and commodities

12.86 The proposed regular budget resources for 2020 amount to \$14,096,200 and reflect a decrease of \$137,500 compared with the appropriation for 2019. Additional details are reflected in table 12.17 and figure 12.IX.

Table 12.17

Subprogramme 3: evolution of financial and post resources

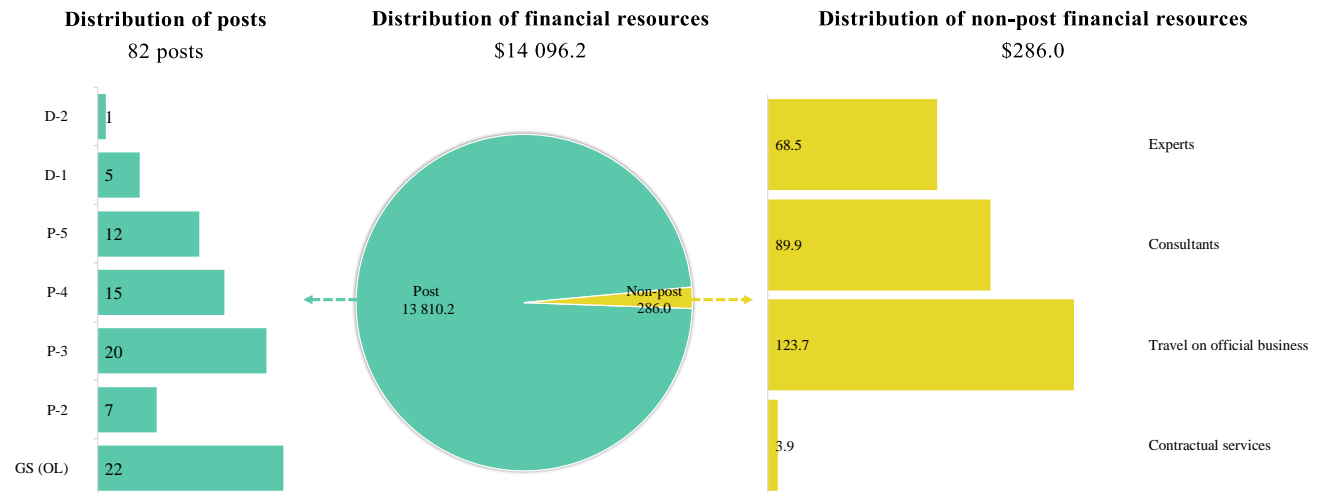
(Thousands of United States dollars/number of post)

	2018 expenditure	2019 appropriation	Change				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
Financial resources by main category of expenditure								
Post	13 915.4	13 947.7	–	–	(137.5)	(137.5)	(1.0)	13 810.2
Non-post	175.0	286.0	–	–	–	–	–	286.0
Total	14 090.4	14 233.7	–	–	(137.5)	(137.5)	(1.0)	14 096.2
Post resources by category								
Professional and higher		60	–	–	–	–	–	60
General Service and related		23	–	–	(1)	(1)	(4.3)	22
Total		83	–	–	(1)	(1)	(1.2)	82

Figure 12.IX

Subprogramme 3: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

12.87 The variance of \$137,500 reflects:

Other changes. The decrease of \$137,500 relates to the proposed abolishment of one post of Staff Assistant (General Service (Other level)) in the Division on International Trade and Commodities owing to a planned redistribution of work for 2020.

12.88 The subprogramme is supported by extrabudgetary resources estimated at \$2,845,400, as reflected in table 12.6. The resources would provide for various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The increase of \$50,300 is due mainly to the projected increase in the amount of pledges.

Subprogramme 4 Technology and logistics

12.89 The proposed regular budget resources for 2020 amount to \$8,220,600 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 12.18 and figure 12.X.

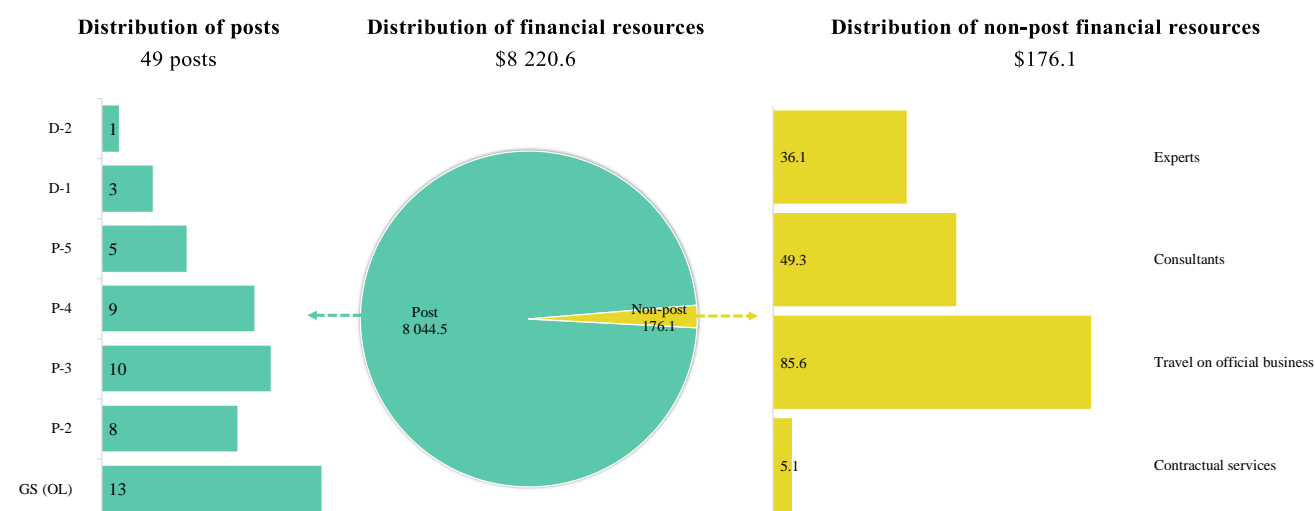
Table 12.18
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of post)

	2018 expenditure	2019 appropriation	Change				2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Post	8 468.9	8 044.5	–	–	–	–	8 044.5
Non-post	162.8	176.1	–	–	–	–	176.1
Total	8 631.7	8 220.6	–	–	–	–	8 220.6
Post resources by category							
Professional and higher		36	–	–	–	–	36
General Service and related		13	–	–	–	–	13
Total		49	–	–	–	–	49

Figure 12.X
Subprogramme 4: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

12.90 The subprogramme is supported by extrabudgetary resources estimated at \$25,316,200 as reflected in table 12.6. The resources would provide for two posts and various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The increase of \$447,700 is due mainly to the projected increase in the amount of pledges.

Subprogramme 5 Africa, least developed countries and special programmes

12.91 The proposed regular budget resources for 2020 amount to \$4,799,100 and reflect a net increase of \$64,900 compared with the appropriation for 2019. Additional details are reflected in table 12.19 and figure 12.XI.

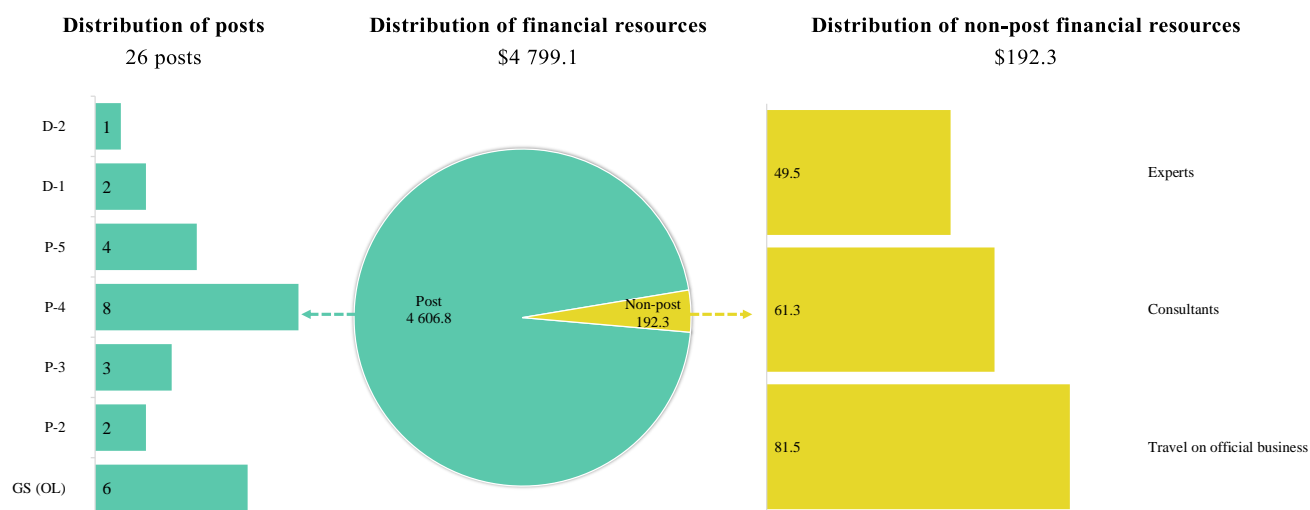
Table 12.19
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of post)

	2018 expenditure	2019 appropriation	Change			Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	4 441.9	4 541.9	72.8	–	(7.9)	64.9	1.4	4 606.8
Non-post	242.5	192.3	–	–	–	–	–	192.3
Total	4 684.5	4 734.2	72.8	–	(7.9)	64.9	1.4	4 799.1
Post resources by category								
Professional and higher		19	–	–	1	1	5.3	20
General Service and related		7	–	–	(1)	(1)	(14.3)	6
Total		26	–	–	–	–	–	26

Figure 12.XI
Subprogramme 5: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

- 12.92 The variance of \$64,900 reflects:
- (a) **Technical adjustments.** The increase of \$72,800 under post resources relates to adjustments to account for the full cost of new posts established in the biennium 2018–2019.
 - (b) **Other changes.** The net decrease of \$7,900 relates to the proposed outward redeployment of one post of Information System Assistant (General Service (Other level)) to Programme Support and the proposed inward redeployment of one post of Associate Economic Affairs Officer (P-2) from Programme Support. The redeployment is driven by the need of the subprogramme to expand its research and analysis capacity in line with the findings of an in-depth evaluation of the subprogramme conducted in 2017.
- 12.93 The subprogramme is supported by extrabudgetary resources estimated at \$1,072,800, as reflected in table 12.6. The resources would provide for various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The increase of \$18,900 is due mainly to the projected increase in the amount of pledges.

Programme support

- 12.94 Programme support services are provided to the policymaking organs, executive direction and management and substantive subprogrammes to assist them in delivering their programmed outputs. The services are organized around three entities, namely, the Resources Management Service, the Intergovernmental Support Service and the Technical Cooperation Section.
- 12.95 The proposed regular budget resource requirements for 2020 amount to \$12,320,200 and reflect a net decrease of \$113,300 compared with the appropriation for 2019. Additional details are reflected in figures 12.XII to 12.XIV and table 12.20.

Figure 12.XII
Resources for programme support as a percentage of the regular budget
 (Millions of United States dollars)

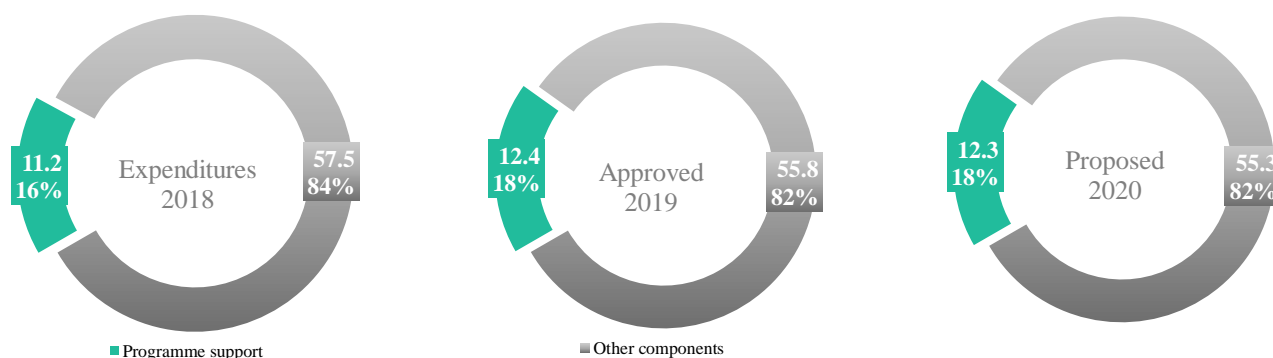


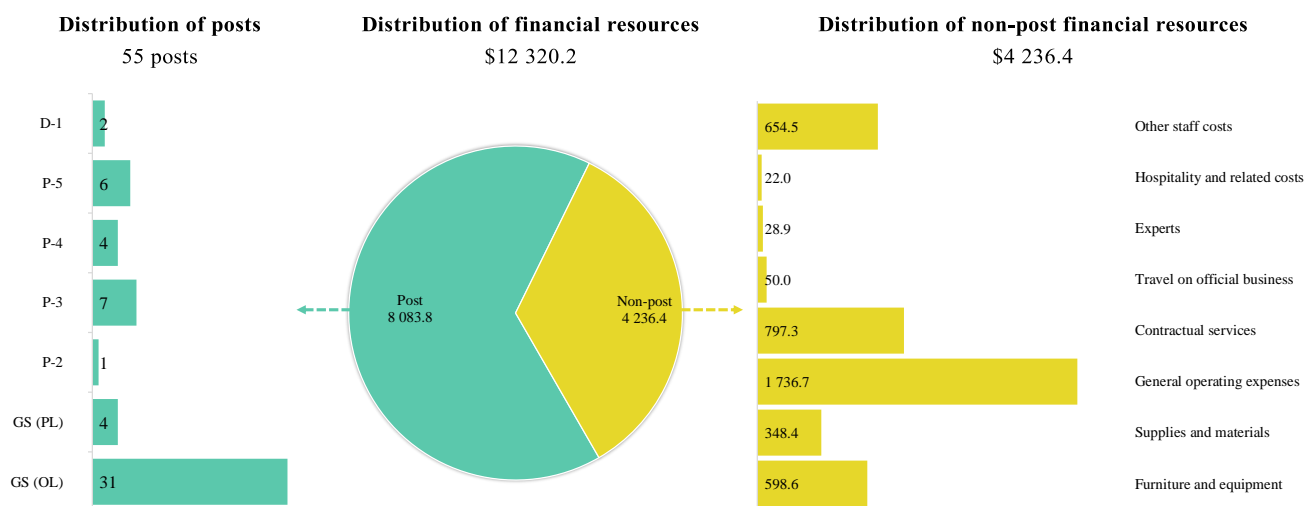
Table 12.20
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Change			Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	8 737.1	8 185.7	–	–	(101.9)	(101.9)	(1.2)	8 083.8
Non-post	2 435.2	4 247.8	–	–	(11.4)	(11.4)	(0.3)	4 236.4
Total	11 172.3	12 433.5	–	–	(113.3)	(113.3)	(0.9)	12 320.2
Post resources by category								
Professional and higher		21	–	–	(1)	(1)	(4.8)	20
General Service and related		35	–	–	–	–	–	35
Total		56	–	–	(1)	(1)	(1.8)	55

Figure 12.XIII
Programme support: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

Figure 12.XIV
Programme support: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



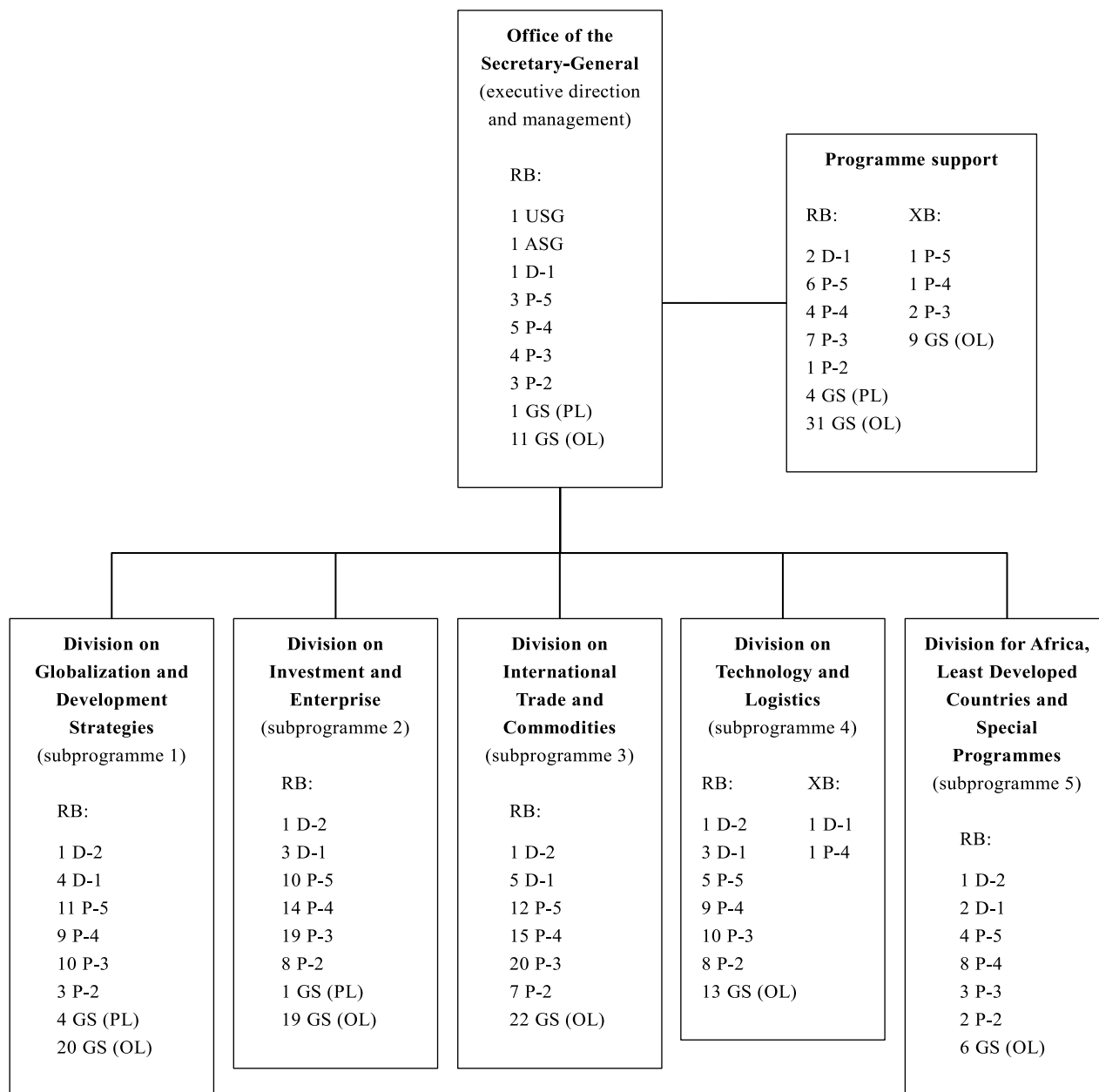
12.96 The variance of \$113,300 reflects:

Other changes. The net decrease of \$113,300 relates primarily to a decrease of \$101,900 under posts due to: (a) the outward redeployment of one post of Associate Economic Affairs Officer (P-2) to subprogramme 5 and the inward redeployment of one post of Information System Assistant (General Service (Other level)) from subprogramme 5 to assist the Information Technology Support Section with increased maintenance tasks in support of substantive activities; (b) the reclassification of one post of Conference Services Officer (P-4) as the post of Chief, Conference Services Section (P-5), following an Office of Internal Oversight Services audit of the Intergovernmental Support Service, which highlighted the increasing demands and complexity of the functions and the need to review the level of the post; and (c) the abolishment of one post of Editorial Assistant (General Service (Other level)) owing to a planned redistribution of work for 2020.

12.97 The programme support component is supported by extrabudgetary resources, estimated at \$4,219,500 as reflected in table 12.6. The resources would provide for 13 posts and support various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The increase of \$74,600 is due mainly to the projected increase in the amount of pledges.

Annex I

Proposed organizational structure and post distribution for 2020



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

Annex II

Summary of proposed changes in established and temporary posts, by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for post change</i>
Executive direction and management	(1)	P-3	Abolishment of 1 post of Public Information Officer	As a result of a redistribution of work planned for 2020.
Subprogramme 1 Globalization, interdependence and development	(1)	GS (OL)	Abolishment of 1 post of Statistical Assistant	As a result of a redistribution of work planned for 2020.
Subprogramme 2 Investment and enterprise	(1)	GS (OL)	Abolishment of 1 post of Graphic Design Assistant	As a result of a redistribution of work planned for 2020.
Subprogramme 3 International trade and commodities	(1)	GS (OL)	Abolishment of 1 post of Staff Assistant	As a result of a redistribution of work planned for 2020.
Programme support	(1)	GS (OL)	Abolishment of 1 post of Editorial Assistant	As a result of a redistribution of work planned for 2020.
Programme support	(1) 1	P-4 P-5	Reclassification of 1 post of Conference Services Officer (P-4) as the post of Chief, Conference Services Section (P-5)	An audit by the Office of Internal Oversight Services of the Intergovernmental Support Service highlighted the need to review the level of the post, given the increasing demands and complexity of the functions.
Subprogramme 5 Africa, Least Developed Countries and Special Programmes	1 (1)	P-2 GS (OL)	Redeployment of 1 post of Associate Economic Affairs Officer from Programme Support Redeployment of 1 post of Information System Assistant to Programme Support	To expand research and analysis capacity in line with the findings of an in-depth evaluation of the subprogramme conducted in 2017.
Programme support	1 (1)	GS (OL) P-2	Redeployment of 1 post of Information System Assistant from subprogramme 5 Redeployment of 1 post of Associate Economic Affairs Officer to subprogramme 5	To assist the Information Technology Support Section with increased maintenance tasks in support of substantive activities.

Abbreviation: GS (OL), General Service (Other level).