



# General Assembly

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### Proposed programme budget for 2022

#### Programme planning

## Proposed programme budget for 2022

### Part IV

#### International cooperation for development

### Section 12

#### Trade and development

#### Programme 10

##### Trade and development

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

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

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





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## Foreword

Trusted with the responsibility of promoting an inclusive global economy, giving priority consideration to the needs and interests of developing countries, the United Nations Conference on Trade and Development (UNCTAD) continues to implement its work programme to advance trade and development and interrelated issues in the areas of trade, finance, technology, investment and sustainable development. UNCTAD, through its three pillars of work – research and policy analysis, consensus-building and technical cooperation – effectively contributes to supporting member States in achieving the Sustainable Development Goals and relevant targets set in the outcomes of major United Nations conferences and supports developing countries in their response to and recovery from the trade and development challenges posed by the coronavirus disease (COVID-19) pandemic.

The COVID-19 pandemic has gravely wounded the world economy, with serious consequences for trade and development. Moving rapidly across borders along the principal arteries of the global economy, the virus in its spread has benefited from the underlying interconnectedness, and frailties, of globalization, catapulting a global health crisis into a global economic shock that has hit the most vulnerable the hardest. COVID-19 is accelerating trends already building since the global financial crisis in trade, investment and technological change. It is magnifying some obstacles, but also opening up new opportunities for trade and development. Since the virus first began to spread and the potential repercussions for development became apparent, we at the UNCTAD secretariat have been closely monitoring the effects of the global pandemic with an eye to supporting a “better recovery” from the economic recession triggered by the pandemic. In pursuit of such a better recovery, our intergovernmental deliberations, research and analysis products and technical cooperation activities are helping countries to reshape global production networks and reset multilateral cooperation for the better, with an eye to accelerating achievement of the Sustainable Development Goals. It is our hope that this better recovery can sow the seeds of a healthier, fairer and sustainable globalization that can be nourished by a more resilient approach to multilateralism.

Going into 2022, I am committed to supporting the organization in its implementation of the outcome of the fifteenth session of the United Nations Conference on Trade and Development through addressing the trade and development challenges of all developing countries across all regions. UNCTAD will continue to promote synergies and complementarities with other international organizations and work with relevant international economic cooperation forums in the areas of its mandate with the aim of addressing persistent and emerging economic and development issues.

*(Signed)* Isabelle **Durant**  
Acting Secretary-General  
United Nations Conference on Trade and Development

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

### Overall orientation

#### Mandates and background

- 12.1 The United Nations Conference on Trade and Development (UNCTAD) is responsible for assisting developing countries, as reflected in paragraph 10 of the Nairobi Maafikiano, 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 to the needs and interests of developing countries. 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 a complex set of trade and development challenges, UNCTAD has been called upon to focus its resources to help developing countries build productive capacities, address widening technological and digital divides, ensure sound macroeconomic management and advise Governments on financing for development, addressing illicit financial flows and providing technical assistance on debt issues. 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 United Nations Development Account projects.

#### Strategy and external factors for 2022

- 12.2 In order to achieve its objectives, UNCTAD works through three interrelated pillars: (a) it conducts high-quality and evidence-based research and policy analysis that feed national, regional and international policies with the aim of generating inclusive and sustainable development under the principle of leaving no one behind; (b) it provides technical cooperation based on such analysis to all developing countries, with a particular focus on the least developed countries, landlocked developing countries and small island developing States, other structurally weak and vulnerable small economies, and countries in conflict and post-conflict situations; and (c) it brings member States together through its intergovernmental machinery to build consensus on policies that allow developing countries to maximize the opportunities of globalization and economic integration, as well as to address cross-cutting economic, social and environmental challenges.
- 12.3 In the context of deepening interdependence among all countries, UNCTAD will maintain its unique orientation and commitment to development through the three pillars, while remaining responsive and accountable to all member States. UNCTAD addresses interrelated issues essential to all countries in attaining sustainable and equitable growth and development and this requires extensive cross-fertilization and cooperation across UNCTAD subprogrammes on areas such as South-South cooperation, investment and the digital economy, with due consideration for the increasing impact of these subjects on global trade and development.
- 12.4 UNCTAD will continue to support member States in the implementation of the 2030 Agenda for Sustainable Development, in which the interrelationship between sustainable development and trade, finance, investment and technology is recognized. UNCTAD is also custodian of eight Sustainable Development Goal indicators at the global level and actively contributes to the monitoring and implementation of a wide range of Goals, with its main contributions to Goals 8, 9, 10 and 17, and with important contributions to Goals 2, 5, 12, 15 and 16. In addition, UNCTAD will continue to

contribute to the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, supporting monitoring of and follow-up to the means of implementation of the 2030 Agenda. UNCTAD subprogramme activities are also aligned with other relevant agendas, including the agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, 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, as well as 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 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, along with the results of the twenty-fifth and previous sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

- 12.5 Along with the global agendas, UNCTAD will strive in particular to ensure the implementation of mandates resulting from and reinforced by its fifteenth session, which is planned to be held in 2021 in Bridgetown. The session 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 half decade of implementation of the Sustainable Development Goals.
- 12.6 Enhancing its efficiency, effectiveness, transparency and accountability, UNCTAD will continue efforts to build a culture of results-based management across UNCTAD, through training and guidance, and will increase internal capacity for collecting and reporting data on results.
- 12.7 For 2022, UNCTAD planned deliverables and activities reflect known and anticipated challenges related to the coronavirus disease (COVID-19) that are being faced by member States. Such planned deliverables and activities include supporting debt sustainability and exploring novel approaches to liquidity support for developing countries; measuring and combating illicit financial flows to increase fiscal space in developing countries; adjusting investment policies, investment facilitation efforts and international investment agreements in the light of the changing global production networks catalysed by the pandemic; supporting entrepreneurs, including women and those in vulnerable situations, and groups that have suffered from lockdowns and the economic recession; supporting trade policies, trade and environment policies and competition policies in response to the pandemic; helping to make trade facilitation, maritime shipping, customs authorities and transport networks more resilient to the effects of the pandemic; supporting the digital readiness of developing countries with an eye to bridging the widening digital divides that have been further exacerbated by the pandemic; and supporting the building of productive capacities in least developed countries, landlocked least developing countries and small island developing States, other structurally weak and vulnerable small economies, and countries in conflict and post-conflict situations that have been hardest hit by the pandemic. Specific examples of such planned deliverables and activities are provided under all subprogrammes. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results in 2022, as described under all subprogrammes.
- 12.8 With regard to cooperation with other entities at the global, regional, national and local levels, UNCTAD will continue to combine its expertise with the reach and in-country presence of partners in order to maximize the impact provided to beneficiaries. UNCTAD is actively engaged with the United Nations development system reform process, serves as reviewer for projects of the Joint Sustainable Development Goal Fund and supports integrated national financing frameworks. UNCTAD is also part of a task team on enhanced collaboration with eight resident coordinator offices to develop clear entry points and mechanisms for the agile, effective and efficient engagement

of UNCTAD and other non-resident agencies and specialized agencies at the country level. UNCTAD has also advocated for the stronger engagement of non-resident agencies in COVID-19 response mechanisms so that its expertise can more quickly turn into solutions at the country level. In addition, UNCTAD has concluded partnership agreements with various international organizations and non-governmental organizations (NGOs), academic institutions and private sector entities. It will continue to enhance partnership mechanisms with the private sector by enhancing its due diligence guidelines, drawing from the experiences of the United Nations Global Compact.

- 12.9 With regard to inter-agency coordination and liaison, UNCTAD participates actively in the United Nations System Chief Executives Board for Coordination and its subsidiary bodies. As one of the five major institutional stakeholders of the financing for development follow-up process, UNCTAD is leading inter-agency dialogue on monitoring and accountability of the means for the implementation of targets through the dedicated follow-up to the Addis Ababa Action Agenda commitments, with a particular focus on its trade, finance, investment and technology dimensions. UNCTAD contributes to the Inter-Agency Task Force on Financing for Development and continues to lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in “delivering as one” operational activities at the country level, in collaboration with 14 other entities. UNCTAD is also part of the steering committee for the multi-partner trust fund for the socioeconomic response to the COVID-19 pandemic and actively contributes to the United Nations network of economists, the United Nations task team on COVID-19 response and the Task Force on the Digital Financing of the Sustainable Development Goals. UNCTAD is also one of the lead agencies of the Group of Friends on Financing the Sustainable Development Goals Initiative on Financing for Development in the Era of COVID-19 and Beyond, led by Canada and Jamaica, and is leading the cluster on finance and technology. In response to the COVID-19 pandemic, UNCTAD partnered with WHO on a three-year project, which will continue in 2022, to respond to the urgent call to boost the local production of essential medicines in developing countries and joined forces with the five United Nations regional commissions in a new project to help developing countries deal with trade and transport challenges resulting from the pandemic and facilitate the flow of goods and services, while containing the spread of the coronavirus.
- 12.10 With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Up-to-date and accurate economic and financial information and data at the country and regional levels continue to be available and cooperation continues with relevant entities on the production of statistics;
  - (b) Extrabudgetary funding continues to be available for technical cooperation programmes, and conditions and capacities exist in member States to adopt and implement policies and strategies;
  - (c) There is political will to achieve consensus in intergovernmental meetings;
  - (d) There is an agreed outcome of the fifteenth session of UNCTAD, which is planned to be held in Bridgetown in 2021, that reaffirms the existing work programme and there is an agreed outcome of the Twelfth Ministerial Conference of the World Trade Organization (WTO);
  - (e) There is an agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, which is planned to be held in Doha in January 2022.
- 12.11 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities in 2022 will be feasible to implement and will be in line with the outcome of the fifteenth session of UNCTAD. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted in 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 12.12 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, as appropriate and in line with its mandate and gender mainstreaming strategy. In 2022, UNCTAD will

continue to strengthen the capacity of member States to design and implement trade policies that allow women to benefit from the opportunities arising from international trade. In the context of the pandemic, UNCTAD has been active in analysing the gender impact of the pandemic and advocating for policy responses that are not gender-blind, including gender-equal responses to save economies, focusing on women working in tourism industries at risk in small island developing States; the future for women, small-scale and informal cross-border traders when borders close; and how to leverage digital solutions to harness the potential of informal cross-border trade. UNCTAD will also continue its pioneering work on trade and sex-disaggregated statistics and measuring the different ways that women and men experience the impacts of trade. Based on the framework it has developed, UNCTAD will provide practical guidance to member States on how to compile the necessary statistics that allow a full picture of the gender impact of trade to be obtained.

- 12.13 In line with the United Nations Disability Inclusion Strategy, UNCTAD will continue to support the advancement of disability inclusion in both its programmatic work, by ensuring the participation and inclusion of those in vulnerable situations, and its operational activities, in close collaboration with the United Nations Office at Geneva. While access by member State delegates and participants to UNCTAD meetings organized at the headquarters facilities is managed and ensured by the United Nations Office at Geneva, in line with the existing Secretariat policy and guidance on disability, for meetings that are serviced outside the duty station, such as the quadrennial ministerial conference, UNCTAD ensures, through its host country agreements, that all venues and conference facilities are accessible to persons with disabilities.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

- 12.14 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UNCTAD. The impact included changing the approach and the format of certain planned meetings and activities from in-person to virtual and postponement of others to after 2020. Specific examples of this impact included, most importantly, the postponement of the fifteenth session of UNCTAD, including its preparatory meetings and related publications. Other pandemic-related postponements to 2021 included the Multi-year Expert Meeting on Commodities and Development, the sessions of the Investment, Enterprise and Development Commission and the Trade and Development Commission, the World Investment Forum and its related meetings and the session of the Intergovernmental Group of Experts on Financing for Development.
- 12.15 Nevertheless, to engage with member States and a broad range of audiences, UNCTAD was able to quickly adapt its working methods and changed its approach by moving to online platforms. Despite the pandemic, UNCTAD was able to use its convening power and organize over 120 webinar sessions to bring various stakeholders to debate, exchange experiences, identify best practices and develop global standards with regard to the most pressing issues. Due to the change in approach and necessary adjustments, meetings of the Bureau of the UNCTAD Trade and Development Board, the Commission on Science and Technology for Development and many other thematic expert meetings and webinars, covering a broad range of issues, such as investment promotion, competition policy and consumer protection and biotrade, were all organized virtually. The oceans economy event was replaced by a webinar organized with partners on World Oceans Day, while the virtual eCommerce Week 2020 attracted over 2,000 participants from 134 countries from civil society, academia, the scientific community and the technology industry. The change in approach and the postponement or even cancellation of some planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under all subprogrammes.
- 12.16 At the same time, however, some planned deliverables and activities were modified, and some new activities were identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support member States on issues related to the COVID-19 pandemic. With more than 75 analytical publications, commentaries and news items on COVID-19, UNCTAD contributed to analysing and understanding the socioeconomic impact of the pandemic and providing

policy recommendations for a better recovery, including with regard to the need for debt relief, increased global liquidity and a global health plan for developing countries. Furthermore, the UNCTAD report entitled *Impact of the COVID-19 Pandemic on Trade and Development: Transitioning to a New Normal*, published in November 2020, benchmarked the expectations of UNCTAD for what a better recovery should comprise, by providing a road map for recovery that requires an overdue and opportune shift in the structure of global trade and cooperation. Specific examples of such modified and new activities are provided under all subprogrammes. The new deliverables and activities contributed to results in 2020, as described in the programme performance under all subprogrammes.

- 12.17 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, the programme will mainstream lessons learned and best practices related to the adjustment and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices and lessons learned were identified in the areas of research and analysis, as well as technical cooperation. Since the start of the pandemic, UNCTAD has been closely monitoring its effects on manufacturing, trade, foreign direct investment and economic growth and has provided updates to member States in a timely manner on the economic implications of different policy options and financial challenges facing developing countries in particular. At the same time, in the area of technical cooperation and capacity-building, UNCTAD has adapted to the priorities of different countries in their responses to the pandemic, and also in their recovery plans, by identifying mitigation- and recovery-related UNCTAD programmes that can help to address critical challenges during the pandemic. For the future, UNCTAD will continue to harness the lessons learned and best practices in the areas of research and analysis, and technical cooperation.

### Legislative mandates

- 12.18 The list below provides all mandates entrusted to the programme.

#### *General Assembly resolutions*

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly	70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development	72/234	Women in development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development	72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
66/288	The future we want		
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	73/241 73/243	International migration and development
68/219	Role of the United Nations in promoting development in the context of globalization and interdependence	73/245	Follow-up to the second United Nations Conference on Landlocked Developing Countries
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	73/246	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	73/291	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation

**Section 12 Trade and development**

74/200	Unilateral economic measures as a means of political and economic coercion against developing countries	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
74/202	International financial system and development	74/239	South-South cooperation
74/207	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development	75/203	International trade and development

*United Nations Conference on Trade and Development reports*

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

**Deliverables**

12.19 Table 12.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 12.1  
**Cross-cutting deliverables for the period 2020–2022, by category and subcategory**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>
1. Documents and conference room papers prepared for the Trade and Development Board	1	1	1	1
2. Reports on the follow-up to the major United Nations conferences and summits in the areas of UNCTAD expertise	1	1	1	1
3. Reports on matters requiring action by the Trade and Development Board in relation to the fifteenth session of UNCTAD	1	1	1	1
4. Conference room papers or working papers prepared for the Working Party on the Programme Plan and Programme Performance	4	4	4	4
5. Overview of the external evaluations of UNCTAD programmes and projects: report by the Secretary-General of UNCTAD	1	1	1	1
6. Synthesis of the five subprogramme evaluations and update on the status of implementation of recommendations	–	–	–	–
7. Report on the external evaluation of an UNCTAD subprogramme	–	–	1	1
8. Review of the technical cooperation activities of UNCTAD and their financing: report by the Secretary-General of UNCTAD	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>28</b>	<b>74</b>	<b>28</b>	<b>107</b>
9. Meetings of the Trade and Development Board, including annual, special and executive sessions of the Board and its subsidiary bodies	26	59	26	92
10. Meetings of the Working Party on the Programme Plan and Programme Performance	2	12	2	12
11. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	1	–	1
12. Meetings of the Fifth Committee	–	1	–	1
13. Meetings of the Committee for Programme and Coordination	–	1	–	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>9</b>	<b>24</b>	<b>9</b>	<b>24</b>
14. Ad hoc expert discussions to generate and transfer knowledge on topics to be determined by the Secretary-General of UNCTAD, in consultation with member States	3	3	3	3
15. Public symposium with civil society and member States to generate and transfer knowledge in connection with the work programme of UNCTAD, subject to further consideration and decision by the Trade and Development Board	1	2	1	2
16. Raúl Prebisch lecture to transfer knowledge on topical trade and development issues	1	1	1	1
17. Geneva multi-stakeholder dialogues to share and transfer knowledge on topical international trade and development issues	1	1	1	1
18. High-level events with UNCTAD special advisers and advocates to contribute to transferring knowledge	1	2	1	2
19. Cabinet meeting to share and transfer knowledge on the coordination of national development strategies oriented towards sustainable development	1	1	1	1
20. Civil society and youth networking events to share and transfer knowledge, including online networking discussions	1	14	1	14
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>7</b>	<b>10</b>	<b>11</b>
21. Policy briefs on trade and development issues to generate and transfer knowledge	1	–	1	–
22. Reports on evaluations of United Nations Development Account projects and of external evaluations required by contribution agreements	10	4	8	8
23. Secretary-General opinion pieces	1	3	1	3

**C. Substantive deliverables**

**Databases and substantive digital materials:** UNCTAD annual report, UNCTAD civil society database and civil society electronic alerts and UNCTAD Youth Network, reaching an audience in excess of 30,000 at the corporate level.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** “UNCTAD at a Glance”; outreach programmes; special events; civil society outreach activities; regional outreach materials; press kits, media briefs and flyers for flagship publications; news briefs and opinion pieces; public information materials on UNCTAD (including brochures, posters and folders); and specialized information sessions for students, more than 6,000 delegates, academics and youth visiting UNCTAD and, upon request, in other locations, including online outreach.

**External and media relations:** press conferences, including by the Secretary-General and the Deputy Secretary-General; press releases and information notes about UNCTAD; and web-based news briefs.

**Digital platforms and multimedia content:** UNCTAD website and its web pages and social media applications containing information about UNCTAD; meetings and events; documents; publications, including policy briefs, blogs, reviews, reports and press and public information materials, including information on evaluation; and podcasts, attracting some 2 million visitors per year, with 5.4 million page views.

**Evaluation activities**

12.20 The following evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Informal cross-border trade for the empowerment of women, economic development and regional integration in Eastern and Southern Africa (United Nations Development Account-funded project 1617J);
- (b) Fostering the development of “green” exports through voluntary sustainability standards in Asia and the Pacific (United Nations Development Account-funded project 1617AI);
- (c) Trade and agricultural policies to support small-scale farmers and enhance food security (United Nations Development Account-funded project 1617I);

- (d) Strengthening statistics on international trade in services for countries of the West African Economic and Monetary Union (project funded by the Union).
- 12.21 The findings of the evaluations and self-evaluations referenced above have been taken into account for the programme plan for 2022. For example, one evaluation found strong evidence that women informal cross-border traders who participated in UNCTAD micro-level schemes had acquired new knowledge and that they would use their new skills towards constructive ends, as evidenced under result 1 under subprogramme 3. In particular, the evaluation noted that the combination of skill sets had targeted created mutually reinforcing gains so that the women cross-border traders now had skills to accumulate profits and save, allowing them to diversify, expand or invest in value-adding elements and thereby move closer to the formal economy. Following the evaluation of an intervention on investment promotion, the active involvement of private sector entities and outward investment agencies is now solicited under a follow-up intervention, in alignment with a recommendation from the evaluation and which can be observed under subprogramme 2. Finally, a recurrent recommendation from a number of evaluations to strengthen gender mainstreaming in the work of UNCTAD had resulted in a stronger focus on gender equality objectives in the results framework of the e-commerce and the digital economy programme, including the actions undertaken by women digital entrepreneurs, and the number of communities established that foster digital entrepreneurship among women, which is presented under subprogramme 4 as one of the planned results.
- 12.22 The following evaluations are planned for 2022:
- (a) Evaluation of subprogramme 1: globalization, interdependence and development;
  - (b) Evaluation of subprogramme 2: investment and enterprise (to be presented in 2023);
  - (c) Eight evaluations of completed projects.

## **Programme of work**

### **Subprogramme 1**

#### **Globalization, interdependence and development**

##### **Objective**

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

##### **Strategy**

- 12.24 To contribute to the objective, the subprogramme will continue to identify specific needs and measures arising from the interdependence of trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development through its three pillars, namely research and policy analysis, consensus-building and technical cooperation. The subprogramme also plans to support developing countries in their efforts to formulate development strategies and practical policy options and recommendations at all levels, which will help member States meet the challenges of globalization and of achieving the Sustainable Development Goals. The subprogramme will continue to provide high-quality and timely statistics, which will support the efforts of developing countries to develop their national statistical systems by providing technical assistance and capacity-building programmes. Furthermore, the subprogramme will continue to

promote stronger cooperation at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management, including through the provision of important contributions on debt and debt sustainability and on addressing systemic issues for the report of the Inter-Agency Task Force on Financing for Development. The subprogramme will also focus on the challenges to short and long-term debt sustainability in developing countries and on sustainable domestic and international financial resource mobilization for development, which will help member States to make progress towards the achievement of Sustainable Development Goals 16 and 17 and facilitate progress on debt and development finance issues. In addition, the subprogramme will provide technical assistance, training and support for developing countries. Furthermore, the subprogramme will continue to undertake research and analysis on trends and prospects for closer cooperation and integration among developing countries. The subprogramme will also provide technical assistance and disseminate best practices, training and support for developing countries.

- 12.25 In responding to the mandates given by the General Assembly in its resolutions 74/10, on the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and 74/117, on assistance to the Palestinian people, the subprogramme will continue to provide advisory services and research and analysis to support the Palestinian people, in line with paragraph 55 (dd) of the Nairobi Maafikiano.
- 12.26 The subprogramme plans to support member States on issues related to COVID-19 by continuing its work, through its three pillars, on identifying how the international financial architecture can work for development, including on issues of debt, and by analysing specific ways in which South-South cooperation can promote post-pandemic recovery and build resilience in developing countries.
- 12.27 The above-mentioned work is expected to result in:
- (a) An increased understanding of the coherence between international economic rules, practices and processes and national policies and development strategies;
  - (b) Strengthened linkages between economic and development policies and decision-making and improvements in the compilation and dissemination of the official statistics of member States;
  - (c) Strengthened national capacities for effective debt management;
  - (d) An increase in the understanding of developing countries of the global economic environment and of policy choices for inclusive and sustained development.
- 12.28 The planned support on issues related to COVID-19 is expected to result in increased understanding at the international level of the needs of developing countries, in particular on debt issues, to allow them to reach growth levels conducive to achieving the Sustainable Development Goals, and enhanced South-South cooperation through provision to developing countries of policy tools for dealing with the social and economic effects of the pandemic.

### **Programme performance in 2020**

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

#### **Advancement of the ability of developing countries to respond to the COVID-19 pandemic and to sustain recovery and build resilience by augmenting their policy space in the multilateral system**

- 12.30 The world economy experienced a deep recession in 2020 amid a still unchecked pandemic. Moving forward requires a plan for global recovery, one that can return even the most vulnerable countries to a position stronger than before the recession. Without a change of direction in policy, the next 10 years will be a lost decade for growth, development, employment, the environment and economic and social justice. The subprogramme provided extensive analysis of the development challenges caused by the pandemic, focusing on the vulnerabilities of developing countries in the face of the

pandemic and the economic shock and on the necessary immediate response measures, including at the multilateral level, and policy tools for better recovery. In *Trade and Development Report 2020: From Global Pandemic to Prosperity For All – Avoiding Another Lost Decade*, the subprogramme focused on policy mistakes that should be avoided to allow developing countries to regain ground lost as a result of the pandemic and highlighted that a combination of precarious work conditions, high levels of debt distress and insufficient fiscal and policy space limited their options to respond to shocks of any kind. The report recommended a set of multilateral measures to transform the global recession into a global recovery, including a plan for health recovery funded through increased official development assistance commitments, providing a more dedicated framework for building future resilience. The analysis was complemented by a policy brief entitled “Topsy-turvy world: net transfer of resources from poor to rich countries” that looked at financial vulnerabilities in developing countries and the limitations they faced in mobilizing domestic financial resources to respond to the pandemic at the required scale, and at the main drivers of the net transfer of financial resources to the developed world, including illicit financial flows from developing countries.

*Progress towards the attainment of the objective, and performance measure*

- 12.31 The above-mentioned work contributed to the objective, as demonstrated by advancement of financing for development issues in international forums through the launch of the Initiative on Financing for Development in the Era of COVID-19 and Beyond under the leadership of Canada and Jamaica and through the launch of the United Nations research road map for the COVID-19 Recovery (see table 12.2 below).

Table 12.2  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
–	Increased awareness among member States of the continuing imbalances in the global economy provided by the analysis contained in <i>Trade and Development Report 2019</i> and the subprogramme’s analysis warning that the international community must do more to help developing countries meet the Sustainable Development Goals	Advancement of financing for development issues in international forums through the launch of the Initiative on Financing for Development in the Era of COVID-19 and Beyond under the leadership of Canada and Jamaica and through the launch of the United Nations research road map for the COVID-19 recovery, in which the subprogramme’s work has particular relevance for pillar 4 (Macroeconomic policies and multilateral collaboration) and its research priority on “What lessons from past economic crises can inform the design of national, regional and global recovery strategies?”

**Impact of COVID-19 on subprogramme delivery**

- 12.32 Owing to the impact of COVID-19 in 2020, the subprogramme cancelled training activities for developing country policymakers held every year in Wuhan, China. Furthermore, pandemic-related travel restrictions affected the subprogramme’s participation in Paris Club meetings. Due to physical distancing measures, there was a marked drop in interactions with representatives of member States in both Geneva and New York (the latter being particularly affected due to travel restrictions), such

as participation in the Economic and Social Council forum on financing for development follow-up process in New York. At the same time, the subprogramme changed its approach and replaced physical meetings with virtual meetings, such as the online launch of the industrialization strategy of Mauritius, jointly organized with the Government of that country. Furthermore, the session of the Intergovernmental Group of Experts on Financing for Development scheduled to be held in the last quarter of 2020 was postponed to January 2021. These changes had an impact on programme performance in 2020, as specified in result 1.

- 12.33 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objectives, including policy and technical discussions held with policymakers and think tanks on topics focused on the economic impacts of the pandemic and a change of focus and themes in the subprogramme's research and analysis to address the impact of COVID-19 on developing countries and policy responses needed to assist them in coping with the related shock. Thus, the subprogramme's *Trade and Development Report 2020* focused on the effects of the pandemic, calling on the international community to collectively chart a new path that led from recovery to a more resilient, more equal and more environmentally sustainable world in line with the ambition of the 2030 Agenda. Moreover, in the area of debt and finance, the subprogramme's analysis emphasized the escalating debt problem in developing countries, warned that some countries' debts might become unsustainable and called for securing access to financial services for vulnerable people during the pandemic, debt relief, increased global liquidity and a global health plan for developing countries, providing intellectual leadership to the high-level events of the Initiative on Financing for Development in the Era of COVID-19 and Beyond organized by the United Nations system under the leadership of Canada and Jamaica throughout 2020. The 2020 edition of the "In focus" section of the UNCTAD *SDG Pulse* annual online update looked at COVID-19 from a statistical perspective, examining the measurement challenges associated with the pandemic itself, the different policy actions adopted by Governments and the impact on employment by gender. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

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

#### **Result 1: a methodology to measure illicit financial flows – improving the prospects for sustainable development<sup>1</sup>**

##### **Programme performance in 2020**

- 12.35 The subprogramme published a conceptual framework for the statistical measurement of illicit financial flows in partnership with the United Nations Office on Drugs and Crime (UNODC) in October 2020. The framework was presented in numerous online forums, including the Pan-African Conference on Illicit Financial Flows and Taxation in November, the tenth session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime in October and an Asia-Pacific Stats Café on illicit financial flows hosted by the Economic and Social Commission for Asia and the Pacific in October. The subprogramme also continued its work in the task force on the statistical measurement of illicit financial flows, which includes the International Monetary Fund (IMF), the Organisation for Economic Co-operation and Development (OECD) and UNODC, as well as several member States. Furthermore, the subprogramme has tentatively selected six methodologies to be tested in 2021 in selected countries in Africa, in close partnership with the Economic Commission for Africa (ECA). These methodologies were presented to the task force in December 2020.

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

12.36 The above-mentioned work contributed to building the capacities of countries for a more accurate estimate of illicit financial flows, which did not meet the target of inclusion of the new methodology in the balance of payments statistics of nine participating countries in Africa reflected in the proposed programme budget for 2020. Due to ongoing pandemic-related travel restrictions, it was not possible to travel to selected countries and interact with the national authorities on the ground. Given the sensitivity of the topic and the wide array of national authorities required to be involved in this activity, such as national statistical offices, customs authorities, tax authorities and trade ministries, it was agreed that it would not be possible to replace personal meetings with virtual ones.

**Proposed programme plan for 2022**

12.37 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme’s work will evolve and, after the testing of the six methodologies in the task force in 2021, those methodologies will be finalized and published in 2022. The subprogramme will then test them in nine countries in Africa. COVID-19 mitigation plans are being considered to determine whether capacity development can be delivered online. The expected progress is presented in the updated performance measure below (see table 12.3).

Table 12.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of methodology and reliable statistics on illicit financial flows in balance of payments statistics	Availability of a methodology for measuring illicit financial flows in balance of payments statistics	Increased capacities of countries for a more accurate estimate of illicit financial flows	Nine participating countries start using the new methodology in balance of payments statistics	Member States have access to six finalized methodologies with regard to measuring illicit financial flows

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

**Result 2: improving industrial policy and fostering regional value chains in Southern Africa<sup>2</sup>**

**Programme performance in 2020**

12.38 The subprogramme has undertaken several activities that have contributed to making progress towards strengthening the regional integration and coordination of industrial policy in the Southern African Development Community (SADC) region. The subprogramme, inter alia, organized a series of workshops with the specific objective of strengthening industrial policy capacity and facilitating policy dialogue. Specific attention was given to the key sectors previously identified by the subprogramme, together with Southern African Governments: agroprocessing, mining machinery and energy provision. Preliminary impact evaluation suggests that the joint efforts that led to the identification of the policies and the preparation of the workshops supported the strengthening of regional integration and coordination. This is borne out by the adoption of an official outcome document by the countries participating in the initiative in support of the policy options identified. Concrete regional initiatives and policies adopted included a regional trading platform for agricultural commodities exchanges to improve access to markets and management of agricultural risk, and harmonization of technical standards to guarantee the interoperability of electrical equipment and devices. The subprogramme has been carrying out a series of follow-up activities aimed at improving the industrial policy strategic framework in Mauritius, upon request by that

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

country, where the new Industrial Policy Strategic Plan was launched in 2020, and facilitating the development of specific value chains, in particular in agroprocessing and energy sectors, in Mozambique and the United Republic of Tanzania. This will be complemented by an analysis of the key structural challenges posed by the COVID-19 pandemic to the economies of the region and analysis of the most effective policy responses.

- 12.39 The above-mentioned work contributed to the identification of at least three sectors (agroprocessing, mining machinery and energy provision) in which regional value chains can be established and relevant stakeholders identified, brought together and presented to several SADC countries and to private sector companies, which met the planned target of identifying sectors in which regional value chains could be established and bringing together relevant stakeholders reflected in the proposed programme budget for 2021.

**Proposed programme plan for 2022**

- 12.40 The subprogramme will continue the work related to the planned result, in line with its mandate. Due to the fact that the above-mentioned specific activities under this planned result were implemented in the framework of a project that ended in December 2020, the subprogramme will not be able to continue with a similar performance measure for 2022. To contribute to further progress towards the objective, the subprogramme’s work will evolve to include research and capacity-building activities to support countries in improving industrial policies and their implementation, including in regions outside of the SADC region, subject to resource availability. The expected progress is presented in the performance measure below (see table 12.4).

Table 12.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Request made to UNCTAD to support the SADC industrialization strategy and develop proposals to operationalize a common regional industrial policy that includes regional value chains	Initial proposals developed for a regional industrial policy of several SADC countries	At least three sectors identified (agroprocessing, mining machinery and energy provision) in which regional value chains can be established and relevant stakeholders identified, brought together and presented to several SADC countries and to private sector companies	Increased engagement of the private sector in economic policy discussions and expanded cross-border activities of firms in the region	Increased capacities of developing countries to formulate and implement industrialization strategies

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

**Result 3: advancement of analysis and policy proposals for monitoring the debt situation of developing countries****Proposed programme plan for 2022**

- 12.41 With depressed economic activity through most of 2020 and a likely slow recovery in 2021, servicing existing external debt obligations will present a challenge for many developing countries. The subprogramme has analysed these issues in several publications, including the *Trade and Development Report 2020* and the UNCTAD report *Impact of the COVID-19 Pandemic on Trade and Development: Transitioning to a New Normal*, as well as the report prepared by the secretariat of UNCTAD on external debt sustainability and development (A/75/281). The subprogramme also published a special follow-up to the *Trade and Development Report 2019* entitled “From the great lockdown to the great meltdown: developing country debt in the time of COVID-19”, outlining how the pandemic combined a deep supply shock arising from wide-ranging and prolonged lockdowns of entire economies which required both developed and developing country Governments to borrow to finance economic and social programmes to assist their populations during lockdowns and, for developing countries, a more severe shock to their sovereign external debt positions as a result of their already fragile positions over the past few years. As a result, the special follow-up to the *Trade and Development Report 2019* called for coordinated debtor country action to proactively shape future international agendas and stated that agreements on developing country debt relief and restructuring were urgently needed. Furthermore the subprogramme’s work supported the advancement of policy proposals by developing country representatives, including by the Prime Minister of Pakistan, who proposed a global initiative on debt relief and stated, in communications with the UNCTAD secretariat, that the initiative had been inspired, inter alia, by the subprogramme’s analysis on debt presented in the *Trade and Development Report 2020* and the special follow-up to the *Trade and Development Report 2019*.

*Lessons learned and planned change*

- 12.42 The lesson for the subprogramme was that in extraordinary situations such as the pandemic, there was increased demand from the international community for the timely receipt of updates on the economic implications of different policy options and for diverse analysis of macroeconomic and financial challenges facing developing countries in particular. In applying the lesson, the subprogramme will issue follow-ups to its research, similar to the April 2020 update to the *Trade and Development Report*, in situations in which the global macroenvironment has experienced a major shock that warrants such activities. In 2020, the feedback received from member States and from civil society on the relevance of these types of activity was extremely positive and the subprogramme has demonstrated its capacity to swiftly update its research to reflect new and emerging economic realities.

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

- 12.43 This work is expected to contribute to the objective, as demonstrated by diminished risk and severity of debt issues in developing countries through the proposal of multilateral measures for debt alleviation and a fairer debt rescheduling framework, with at least 30 developing countries continuing to build their debt management capacity (see table 12.5).

Table 12.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Developing countries are provided with analysis of the current challenges to their debt sustainability and a platform for discussion on improving the global debt restructuring mechanism	Debt issues and policy measures are advanced through proposals and initiatives by representatives of developing countries, including through a global initiative on debt relief for developing countries proposed by the Prime Minister of Pakistan based on the subprogramme’s work as presented in the <i>Trade and Development Report 2020</i>	Debt issues are further advanced in international forums through the organization of an international debt conference with the participation of representatives from at least 40 countries and international institutions to discuss further measures for debt relief	The risk and severity of debt issues in developing countries are diminished through the proposal of multilateral measures for debt alleviation and a fairer debt rescheduling framework, with at least 30 developing countries continuing to build their debt management capacity

### Legislative mandates

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

#### General Assembly resolutions

66/188	Addressing excessive price volatility in food and related financial and commodity markets	75/126 75/205	Assistance to the Palestinian people External debt sustainability and development
72/227	Role of the United Nations in promoting development in the context of globalization and interdependence	75/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
74/205	Financial inclusion for sustainable development	75/225	Towards a new international economic order
75/20	Committee on the Exercise of the Inalienable Rights of the Palestinian People		

### Deliverables

12.45 Table 12.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.6

**Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>8</b>	<b>10</b>	<b>8</b>
1. Reports for the General Assembly, including on external debt sustainability and development, assistance to the Palestinian people, the economic cost of occupation for the Palestinian people and the situation of and assistance to Palestinian women	5	4	5	4
2. Report of and background documents for the fifteenth session of UNCTAD	1	–	–	–
3. Reports for the Trade and Development Board, including on financing for development issues and on UNCTAD assistance to the Palestinian people, and the overview of the <i>Trade and Development Report</i>	3	2	3	2
4. Reports for the Trade and Development Commission and the Investment, Enterprise and Development Commission	1	1	1	1
5. Reports for the Intergovernmental Group of Experts on Financing for Development	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>43</b>	<b>13</b>	<b>24</b>	<b>18</b>
6. Meetings of the General Assembly (Second Committee) and the Economic and Social Council and its subsidiary bodies	4	4	4	4
7. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	25	1	–	–
8. Annual and executive sessions of the Trade and Development Board	3	3	3	3
9. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
10. Meetings of the Trade and Development Commission and related multi-year expert meetings	3	3	3	3
11. Meetings of the Intergovernmental Group of Experts on Financing for Development	6	–	6	6
12. Debt Management Conference	–	–	6	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>19</b>	<b>19</b>	<b>19</b>	<b>17</b>
13. Project on enhancing public, private and/or international capacity related to assistance to the Palestinian people	1	1	1	1
14. Project on trade in services development for the member countries of the West African Economic and Monetary Union	1	1	1	–
15. Project on development policies for sustainable economic growth in Southern Africa	1	1	1	–
16. Projects on installation, update and maintenance of the Debt Management and Financial Analysis System	15	15	15	15
17. Project on measuring illicit capital flows in sub-Saharan Africa (jointly with the United Nations Office on Drugs and Crime and the Economic Commission for Africa)	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>126</b>	<b>136</b>	<b>126</b>	<b>145</b>
18. Seminars and workshops for policymakers, including on formulating development strategies and policy recommendations; sovereign borrowing and lending; and globalization, trade and development	30	30	30	28
19. Ad hoc expert discussions, including on inclusive growth and the Sustainable Development Goals and the interdependence between trade, finance, investment, technology and macroeconomic policies	6	6	6	7
20. Debt Management and Financial Analysis System training courses for administrators and debt auditors from selected countries in recording debt data, reporting, debt statistics, debt analysis and debt auditing	90	100	90	110

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Publications</b> (number of publications)	<b>11</b>	<b>9</b>	<b>10</b>	<b>10</b>
21. <i>Trade and Development Report</i>	1	1	1	1
22. <i>UNCTAD Handbook of Statistics</i>	1	1	1	1
23. <i>SDG Pulse</i>	1	1	1	1
24. <i>Development and Globalization: Facts and Figures</i>	1	–	–	–
25. Studies, including on external debt, financial crises in developing countries, international financial architecture, Palestinian economic development, South-South cooperation and regional integration	7	6	7	7
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>18</b>	<b>12</b>	<b>12</b>
26. Policy and statistical briefs on macroeconomic, development, financing and debt, structural transformation and South-South cooperation issues	6	6	6	5
27. Economic and maritime statistical country profiles	2	2	2	2
28. Debt Management and Financial Analysis System documentation and software	3	5	3	3
29. Training materials on debt management	1	4	1	2
30. Paper on illicit financial flows prepared and submitted to the Second Committee upon the request of member States	–	1	–	–

**C. Substantive deliverables**

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

**Databases and substantive digital materials:** UNCTAD financial database; world economic macro-level modellers database; UNCTAD statistical data centre, with approximately 250,000 users, 500,000 sessions, and 8 million page views annually; and financial stress and debt sustainability indicators.

**D. Communication deliverables**

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

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

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

## **Subprogramme 2 Investment and enterprise**

### **Objective**

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

### **Strategy**

- 12.47 To contribute to the objective, the subprogramme will continue to assist member States through research, policy analysis and technical assistance to design and implement active policies at both the national and international levels, ensuring enhanced investment and entrepreneurship for sustainable development. This will help member States to make progress towards achieving the Sustainable Development Goals, particularly Goals 1, 8, 10 and 17, as well as all other Goals, through the scaling

up of the mobilization of public and private finance towards Goal-related sectors. The subprogramme will also monitor, assess and analyse regional and global trends and prospects in international investment and prepare the annual *World Investment Report* and other analytical publications on international investment for development. The subprogramme will also conduct reviews of national investment policies and will backstop policy dialogue on the international investment agreement regime and support and design new international investment agreements that are better aligned with nationally and internationally agreed development objectives. The subprogramme will also advise Governments on investment promotion, business facilitation and innovative financing for the Sustainable Development Goals, including through stock exchanges and institutional funds. Furthermore, the subprogramme will also help member States enhance the international competitiveness of their enterprises through enterprise policies aimed at stimulating enterprise development, as well as by promoting best practices in corporate social responsibility and accounting and reporting. In addition, the subprogramme will also foster dialogue and an exchange of best practices related to investment and enterprise development issues through consensus-building mechanisms and the World Investment Forum.

12.48 The subprogramme plans to support member States on issues related to COVID-19 by providing an assessment of the impact of the pandemic on investment, global value chains and enterprise development, as well as policy advice, frameworks and tools during the recovery phase and beyond.

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

- (a) Increased capacity of developing countries in their efforts to close the gaps related to Sustainable Development Goals investment;
- (b) Improved ability of countries to address key and emerging issues related to investment and investment policies that promote development, including issues related to international investment agreements and their development dimension;
- (c) Additional resources leveraged and channelled towards global investment development objectives;
- (d) Enhanced understanding of enterprise development issues and ability to boost productive capacity, inclusive growth and sustainable development through enterprise development policies;
- (e) Increased awareness of member States of policies, innovations and tools aimed at gaining traction and driving investment for sustainable development, resulting from increased dialogue and an exchange of best practices.

12.50 The planned support on issues related to COVID-19 is expected to result in mitigating the effect of the pandemic on the ability of member States to attract and benefit from investment for development and in fostering the recovery of their private sector.

### **Programme performance in 2020**

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

#### **Monitoring and mitigating the effects of the pandemic on investment and enterprise development**

12.52 The COVID-19 pandemic is likely to have a dramatic effect on the global economy and will have a significant impact on development finance, including global foreign direct investment flows, which are forecast to decrease by up to 45 per cent in developing countries. The subprogramme has been monitoring the impact of the pandemic on investment and private sector development, as well as the implications for development. The subprogramme focused on research and policy analysis to help mitigate the impact of the pandemic, producing analyses of data, trends and investment issues to facilitate decision-making and policymaking. The subprogramme also strengthened its capacity-

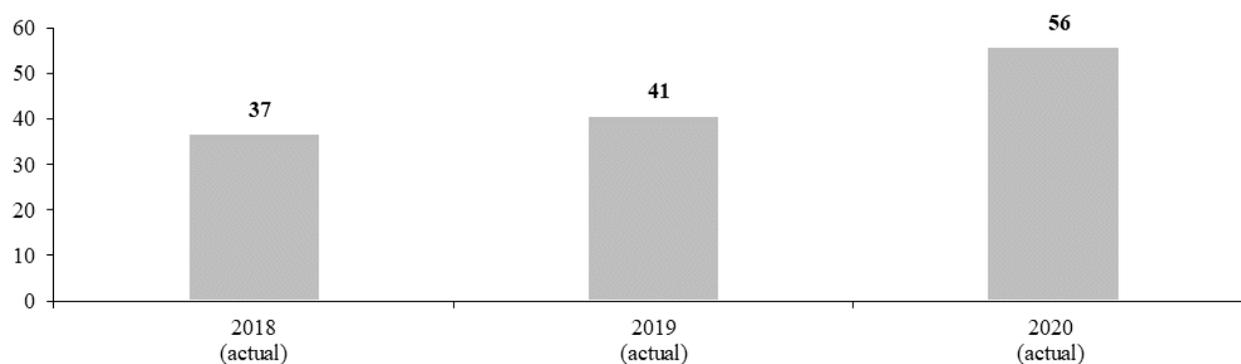
building programmes, allowing for the continuity of businesses, for instance, through the provision of electronic government platforms and fostering the resilience of public and private sector stakeholders. Furthermore, the subprogramme promoted the exchange of best practices among member States to improve understanding of the impact of the COVID-19 pandemic on investment and enterprise development and of related recovery policies.

*Progress towards the attainment of the objective, and performance measure*

- 12.53 The above-mentioned work contributed to the objective, as demonstrated by the increased number of member States availing themselves of the online tools revised and provided by the UNCTAD programme on investment and enterprise development. These online tools also enabled member States to mitigate the effect of the COVID-19 pandemic in 2020 (see figure 12.I).

Figure 12.I

**Performance measure: total number of member States using online tools developed by the United Nations Conference on Trade and Development (cumulative)**



**Impact of COVID-19 on subprogramme delivery**

- 12.54 Owing to the impact of the COVID-19 pandemic in 2020, the subprogramme postponed a number of meetings to 2021, such as those related to the fifteenth session of UNCTAD, including preparatory meetings, the twelfth session of the Investment, Enterprise and Development Commission and several meetings related to the World Investment Forum. The subprogramme also changed its approach to delivering workshops, resulting in an increase in the number of webinars, including on investment promotion and facilitation aimed at supporting investment promotion agencies in dealing with the economic recession, and on entrepreneurship to support small and medium-sized enterprises and entrepreneurship in the aftermath of the COVID-19 pandemic.
- 12.55 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objective and mandates, namely, by focusing its research and policy analysis on the impact of the pandemic on investment and enterprise development, providing targeted assistance for recovery plans and fostering the exchange of best practices among countries. For instance, the *World Investment Report 2020* examined the evolution of international production and global value chains, analysed the latest developments in new policy measures for investment promotion, facilitation and regulation around the world and provided an update on investment treaties and their reform. The *Global Investment Trends* series provided regular analysis of the impact of the pandemic on global foreign directed investment and global value chains and information on investment policy responses to the pandemic. The subprogramme also provided in-depth analysis of investment in the Sustainable Development Goals, reviewed global progress and proposed possible courses of action. This resulted in reformulated deliverables regarding the facilitation of the intergovernmental process and expert bodies, as the subprogramme coordinated the response of the United Nations system in the area of external financing and job growth and provided substantive backstopping for the summit and

ministerial meetings on financing for development in the era of COVID-19 and beyond. The modified and new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

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

#### **Result 1: a favourable and enabling environment for investing in the Sustainable Development Goals<sup>3</sup>**

##### **Programme performance in 2020**

- 12.57 The subprogramme has continued to assist member States in catalysing investment in support of sustainable development and in sectors related to the Sustainable Development Goals. In particular, the subprogramme continued to review global investment trends in key Goal-related sectors, including foreign direct investment and project finance, updating the data presented in the first *Sustainable Development Goals Investment Trends Monitor*, issued in 2019. Although progress on investment in the Goals is now evident across 6 out of 10 Goal-related sectors, overall growth is falling well short of requirements. In responding to the need for a more systematic approach to mainstream the Goals into national investment policy frameworks and the international investment agreements regime, the subprogramme presented a set of six policy packages aimed at spurring further private sector investment in the Goals. The subprogramme also provided capacity-building assistance to member States aimed at mainstreaming the Goals into their investment policies and continued to provide concrete recommendations for the promotion and advancement of investment in sustainable development, including through the development of pipelines of bankable projects aimed at attracting investment in Goal-related sectors and bankable Goal-related projects. The subprogramme also partnered with other institutions to facilitate the scaling up of pharmaceutical manufacturing capacities in developing countries to diversify their production and contribute to their global manufacturing capacity, and continued to promote investment in the Goals through global platforms, such as satellite events of the World Investment Forum.
- 12.58 The above-mentioned work contributed to 82 per cent of beneficiaries of UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aimed at attracting investment in Goal-related sectors, which exceeded the planned target of 80 per cent reflected in the proposed programme budget for 2020.

##### **Proposed programme plan for 2022**

- 12.59 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to support member States in mainstreaming the Goals into their investment and private sector development strategies. The expected progress is presented in the performance measure below (see table 12.7).

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<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

Table 12.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
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 Goals-relevant sectors	Frameworks and tools on attracting investment in Sustainable Development Goal-relevant sectors start being used by beneficiaries	Eighty-two per cent of beneficiaries from UNCTAD assistance report on the successful implementation of recommendations, strategies and policies aimed at attracting investment in sectors relevant to the Sustainable Development Goals	Eighty per cent of beneficiaries of UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aimed at attracting investment in Sustainable Development Goals-relevant sectors (the number of beneficiary countries over the year to increase)	Eighty-five per cent of beneficiaries of UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aimed at attracting investment in Sustainable Development Goals-relevant sectors (the number of beneficiary countries to increase over the year)

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

**Result 2: an investment chain to bridge the Sustainable Development Goal financing gap<sup>4</sup>**

**Programme performance in 2020**

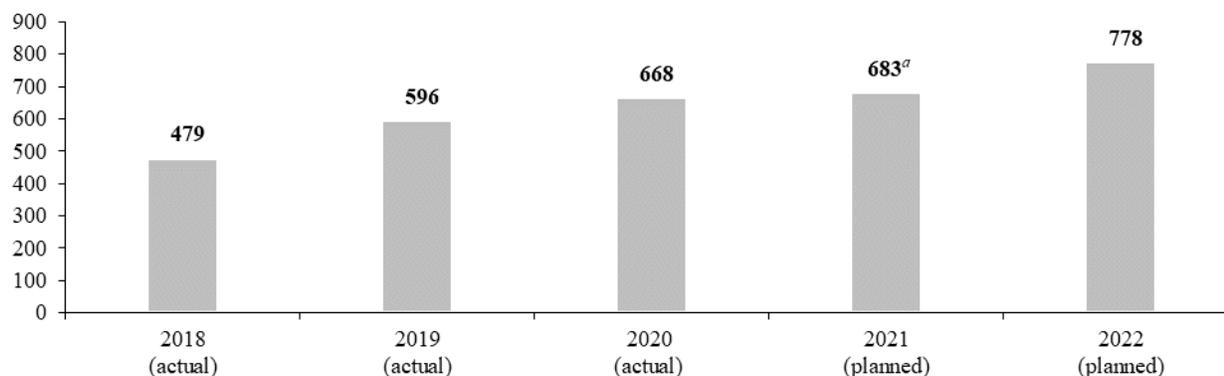
- 12.60 The subprogramme has broadened its global investment chain approach, which engages the entire spectrum of investment-development stakeholders. This includes policymakers and investment treaty negotiators, investment promotion agencies, central banks, stock exchanges and sovereign wealth fund managers, as well as multinational enterprises, small and medium-sized enterprises, family businesses and special economic zones and the upstream and downstream of the investment chain, with the objective of bridging the financing gap for the Sustainable Development Goals. The subprogramme engaged in several initiatives aimed at enabling a reorientation of financial markets to fully integrate sustainability, creating new Goal-related investment compacts and changing the business mindset. These included engaging in a new institutional investment workstream, carrying out research and policy analysis on how sustainable finance and long-term institutional investment can be leveraged to contribute to a more sustainable and inclusive economy and launching a new framework that can be used by institutional investors and asset managers to act on sustainability in line with their operational models and strategic priorities. Furthermore, the subprogramme launched a family business for sustainable development initiative to further mobilize firms to embed sustainability in their business strategies and serve as a model for galvanizing business uptake of support for the Goals. The initiative’s family business sustainability pledge was signed by 280 family businesses to promote a more purpose-driven business model and developed a full set of sustainability indicators for family businesses.
- 12.61 The above-mentioned work contributed to 668 individual investment stakeholders adhering to UNCTAD principles and recommendations, which exceeded the planned target of 651 reflected in the proposed programme budget for 2021.

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

**Proposed programme plan for 2022**

- 12.62 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to broaden and engage the entire spectrum of investment-development stakeholders and mobilize them for investing in the Goals. The expected progress is presented in the performance measure below (see figure 12.II).

Figure 12.II

**Performance measure: total number of individual investment stakeholders adhering to United Nations Conference on Trade and Development principles and recommendations**

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

**Result 3: investment and enterprise development for recovery and resilience****Proposed programme plan for 2022**

- 12.63 Despite some progress in specific Sustainable Development Goal-related sectors, global investment remains far from the target of bridging the Goal-related investment gap. Furthermore, the COVID-19 pandemic could have a substantial impact on Goal-related investment given the restrictions on cross-border capital flows in developing countries. Preliminary research by the subprogramme suggests that there could be a risk that progress made in Goal-related investment in the past few years might be undone.

*Lessons learned and planned change*

- 12.64 The lesson for the subprogramme was that the perfect storm of economic, social and political shocks generated by the pandemic proved to have significant implications in a longer-term context of transformation for international production and triggered increased demand by member States for customized advisory services. This made the subprogramme realize the importance of its advisory services in the context of COVID-19 pandemic and required the subprogramme to work with its partners and member States to assess the financial needs deriving from the pandemic and to contribute to the effort to mobilize new resources necessary for recovery, while promoting investment and enterprise frameworks conducive to inclusive and sustainable reconstruction. In applying the lesson, the subprogramme will aim to foster new forms of partnerships and sustainability-themed financial instruments to mobilize new resources in support of pandemic recovery and sustainable development.

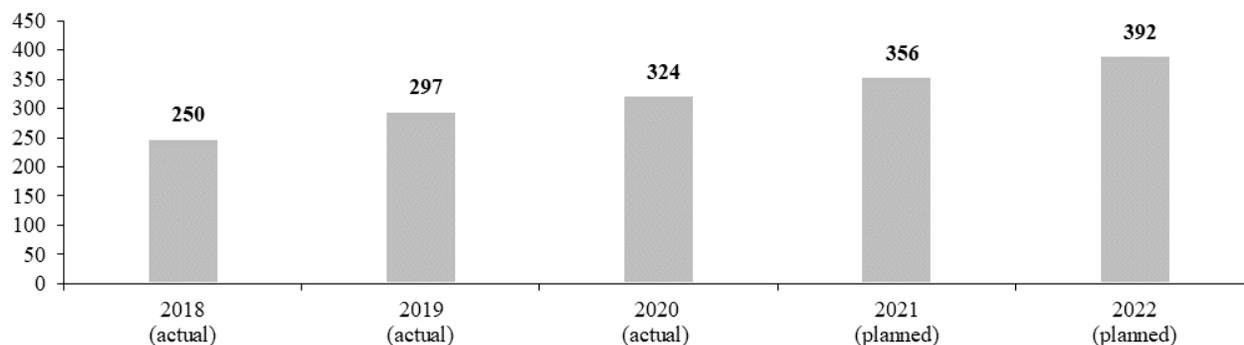
*Expected progress towards the attainment of the objective, and performance measure*

- 12.65 This work is expected to contribute to the objective, as demonstrated by the increased number of public and private sector stakeholders, including sustainability-themed funds, reporting the integration of UNCTAD tools related to investment for sustainable development, such as the

Investment Policy Framework for Sustainable Development and the guidance on core indicators, into their activities (see figure 12.III).

Figure 12.III

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



### Legislative mandates

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

#### General Assembly resolutions

<a href="#">75/207</a>	Promoting investments for sustainable development	<a href="#">75/211</a>	Entrepreneurship for sustainable development
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### Deliverables

12.67 Table 12.8 below lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.8

#### Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>
1. Report of the Secretary-General to the General Assembly on entrepreneurship for sustainable development	1	2	1	1
2. Report of and background documents for the fifteenth session of UNCTAD	1	–	–	–
3. Reports for the Trade and Development Board on investment for development	1	1	1	1
4. Reports for the Investment, Enterprise and Development Commission and related expert meetings	4	2	4	4
5. Reports for the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	2	3	2	2

**Section 12 Trade and development**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>68</b>	<b>21</b>	<b>24</b>	<b>24</b>
6. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	24	1	–	–
7. Meetings of the Trade and Development Board	2	3	2	2
8. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
9. Meetings of the Investment, Enterprise and Development Commission and related expert meetings	14	2	14	14
10. Meetings of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	6	6	6	6
11. Meetings of the World Investment Forum	20	5	–	–
12. Meetings of the Initiative on Financing for Development in the Era of COVID-19 and Beyond	–	2	–	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>52</b>	<b>68</b>	<b>60</b>	<b>60</b>
13. Projects on regional investment issues analysis	3	3	3	3
14. Projects on investment policy reviews and investment facilitation enhancement	8	12	8	8
15. Projects on special economic zones	–	–	2	2
16. Projects on international investment agreements	8	8	8	8
17. Projects on investment promotion and facilitation	3	3	3	3
18. Projects on intellectual property rights for development	–	–	1	1
19. Projects on investment guides	4	4	2	2
20. Projects on business facilitation	10	16	10	10
21. Projects on enterprise development and business linkages	4	4	3	3
22. Entrepreneurship Development Programme (EMPRETEC) projects	5	5	6	6
23. Projects on accounting and reporting	2	8	3	3
24. Projects on the contribution of foreign direct investment to inclusive growth and the Sustainable Development Goals	5	5	5	5
25. Projects on institutional investors	–	–	2	2
26. Projects on family businesses	–	–	2	2
27. Projects on responsible investment	–	–	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>107</b>	<b>123</b>	<b>107</b>	<b>107</b>
28. Seminars on foreign direct investment, its development dimension and the themes of the <i>World Investment Report</i>	6	7	6	6
29. Training workshops on best practices in national and international policies related to investment	8	8	4	4
30. National workshops on investment policy reviews, follow-up and investment facilitation enhancement	10	6	14	14
31. Training workshops on international investment statistics and survey methodologies	5	5	5	5
32. Ad hoc expert discussions on key foreign direct investment issues	3	4	3	3
33. Training workshops on investment promotion and facilitation for policymakers, investment promotion officials and diplomats	14	14	10	10
34. Training workshops on the negotiation, implementation and reform of international investment agreements	15	16	15	15
35. Ad hoc expert discussions on investment policies for sustainable development	4	4	4	4
36. Training workshops on intellectual property for development	10	10	10	10
37. Training workshops on enterprise development policies	16	22	16	16

**Part IV International cooperation for development**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
38. Training seminars on accounting and sustainability reporting	6	7	6	6
39. Workshops and seminars on responsible investment issues	4	9	4	4
40. Ad hoc expert discussions on enterprise competitiveness issues	6	11	6	6
41. Seminars on institutional investors and sustainable development	–	–	2	2
42. Ad hoc expert discussions on family businesses	–	–	2	2
<b>Publications</b> (number of publications)	<b>25</b>	<b>31</b>	<b>25</b>	<b>25</b>
43. <i>World Investment Report</i> and its overview	2	2	2	2
44. Publications on investment issues for development, including the <i>Transnational Corporations Journal</i> , best practices and lessons learned in foreign direct investment in the least developed countries, and responsible investment	7	10	7	7
45. Publications on investment policies for development, including <i>Investment Policy Facilitation Enhancements</i> , <i>Investment Policy Reviews</i> and <i>Investment Policy Monitors</i>	9	10	9	9
46. Publications on investment promotion and facilitation, including on investing in Sustainable Development Goal sectors	3	4	3	3
47. Publications on enterprise development, including on the recovery of micro-, small and medium-sized enterprises from the pandemic	2	2	2	2
48. Publications on accounting and reporting, including the annual series on <i>International Accounting and Reporting Issues</i>	2	3	2	2
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>9</b>	<b>13</b>	<b>13</b>
49. <i>Global Investment Trends Monitor</i> (series), including the <i>Sustainable Development Goals Investment Trends Monitor</i>	–	–	4	4
50. Investment guides	2	1	2	2
51. Reports on measures affecting international investment	2	2	2	2
52. International investment agreement issues notes	2	2	2	2
53. Policy briefs on intellectual property rights for development	2	2	1	1
54. Training materials on enterprise development and business linkages	1	2	1	1
55. Report on annual Ambassadors Round Table	–	–	1	1

**C. Substantive deliverables**

**Consultation, advice and advocacy:** advisory services to developing countries, including on formulating policies to attract foreign direct investment for development; statistics and analysis on international investment, including responsible investment; advisory services to all member States, upon request, including on national policies and international investment agreements and sustainable development, as well as investment promotion and facilitation, intellectual property rights, entrepreneurship and enterprise development and business facilitation, including with a focus on the most vulnerable groups, accounting and reporting standards; and advocacy and advisory services to some 200 investment promotion agencies, special economic zones and other stakeholders in the global investment chain and EMPRETEC centres with a specific focus on the impact of the pandemic on investment and enterprise development, especially in the light of the Sustainable Development Goals and Agenda 2030 and ways to facilitate resilience and recovery.

**Databases and substantive digital materials:** databases on foreign direct investment, national policies and international investment agreements.

**D. Communication deliverables**

**External and media relations:** International Standards of Accounting and Reporting updates; EMPRETEC newsletters and newsletters on responsible investment; World Investment Forum report reaching more than 6,000 participants; booklets; and newsflashes.

**Digital platforms and multimedia content:** Global Enterprise Registration portal; and Investment Policy Hub, with in excess of 150,000 users annually.

### Subprogramme 3 International trade and commodities

#### Objective

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

#### Strategy

- 12.69 To contribute to the objective, the subprogramme will continue to promote the implementation of relevant measures and policies by developing countries to support better integration of and realization of the benefits from the international trading system through the mechanisms of the three main pillars of the work of UNCTAD (research and analysis; consensus-building; and technical cooperation), including through the provision of contributions on international trade as an engine for development to the report of the Inter-Agency Task Force on Financing for Development, *The Sustainable Development Goals Report*, *World Tariff Profiles* and the *World Economic Situation and Prospects*. The subprogramme will continue to support trade and the trade-related decision-making of developing countries to better deal with the impacts of subsidies, tariffs and non-tariff measures, helping them to make progress towards achieving Goal 17. Further, the subprogramme will continue to enhance the implementation of measures by member States to integrate beneficially into the international trading system at the regional and international levels, including by providing tailored interventions to countries in their engagement in different phases of negotiations, providing analysis to facilitate the evaluation of alternative scenarios and assisting national officials at all stages of the WTO accession process. In addition, the subprogramme plans to provide capacity-building support for commodity-dependent developing countries to address trade and development problems associated with the commodity economy, including commodity dependence. Furthermore, the subprogramme will promote the design and implementation of trade, environment and sustainable development objectives and creative economic strategies and enhance the adoption, improvement and enforcement of national and regional competition and consumer protection legislation, through the provision of best practices, guidelines and peer reviews, which will help member States make progress towards Sustainable Development Goals 8, 10, 12, 14, 15 and 17. Furthermore, the subprogramme will continue to act as the focal point for gender mainstreaming in trade policies, strengthening the capacity of member States to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade through specific country and region-based activities and helping them make progress towards Goals 1, 5, 8 and 17.
- 12.70 The subprogramme plans to support member States on issues related to COVID-19 by continuing to monitor and analyse the effects of the global pandemic on manufacturing and international trade, including by providing specific policy recommendations for a better recovery in specific sectors, such as the global tourism industry and the oceans economy. The subprogramme also plans to support countries in identifying the set of measures and actions most appropriate to addressing key economic sectors affected by COVID-19, including through market studies and competition impact assessments of incentives and exemptions. The subprogramme will continue to address the gender perspective of the recovery of trade from the pandemic, given that the negative outcomes of economic crises disproportionately affect women and girls, increasingly so when the crises are also related to public health.
- 12.71 The above-mentioned work is expected to result in:
- (a) Streamlining of non-tariff measures and, where appropriate, the elimination or reduction of non-tariff measures in international trade, including unilateral measures, where they may act as unnecessary trade barriers, and strengthened trade and trade-related decision-making by developing countries;

- (b) More countries achieving positive development outcomes in relation to increased trade integration and activity;
  - (c) Improved capacity to seize opportunities emerging from commodity trade and enhanced international and regional cooperation;
  - (d) More countries adopting, revising or implementing competition and consumer protection legislation and institutional frameworks;
  - (e) Member States harnessing opportunities related to trade in environmentally preferable products, including the biotrade and creative industries, and increasing capacities to assess the economic potential of ocean-based sectors and devise integrated sustainable use and trade action plans;
  - (f) Improvements in the capacity of member States to identify and address gender-specific trade barriers and gender-specific obstacles on the supply side.
- 12.72 The planned support on issues related to COVID-19 is expected to result in mitigating the effect of the pandemic on the ability of member States to benefit from international trade and in fostering the recovery of the trade sectors.

### **Programme performance in 2020**

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

#### **Enhanced services sectors of developing countries**

- 12.74 For many years, UNCTAD has been emphasizing the importance for developing countries of strengthening and diversifying their service sectors. While services, in particular infrastructure services, improve value addition in other economic sectors, promote employment and facilitate trade in manufacturing and agriculture, many Governments in developing countries, including least developed countries and economies in transition, face challenges in identifying and addressing the services-related needs of the domestic economy. The work of the subprogramme on services policy reviews provides policymakers from developing countries with a comprehensive list of policy options to enhance their services sectors, covering multiple sectors and quantified to provide policymakers with a sound basis on which to formulate or reformulate strategies and policies related to the development of their services sectors in general or of specific subsectors. Since services sectors on which developing economies and the least developed economies are dependent, such as tourism, hospitality and care services, have been significantly affected by the pandemic, services policy reviews play an important role in the recovery process, particularly in developing countries that aim to diversify their services sectors away from traditional personal services and towards services necessary for increasing productivity and competitiveness in manufacturing sectors. In 2020, several services policy reviews concerning countries in Africa, such as Lesotho, Morocco, Rwanda and Uganda, as well as the Economic Community of West African States (ECOWAS) region, provided useful means of engaging with member States on their intended services commitments that were scheduled to be presented to the African Union by the end of 2020. In 2020, the subprogramme undertook a services policy review for the ECOWAS region. This comprehensive review addressed 13 sectors, including banking and other financial services, insurance and insurance-related services, telecommunications services, road transport services, air transport services, tourism services and energy services, and made 79 services sector-specific recommendations covering them. The review for ECOWAS, the first exercise of its kind conducted for a regional economic organization, had been endorsed by the ECOWAS ministerial conference held in December 2019, along with an ECOWAS services market blueprint for action to be achieved by 2030.

*Progress towards the attainment of the objective, and performance measure*

- 12.75 The above-mentioned work contributed to the objective, as demonstrated by the strengthened capacity of 23 developing countries, including 15 in the ECOWAS region, to implement specific services policy measures and actions on the ground to adapt their national services trade in a rapidly evolving trading environment and post-pandemic recovery period, as a result of services policy reviews (see table 12.9).

Table 12.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Member States have an increased understanding of the importance of service economies through analysis and capacity-building activities provided by the subprogramme	Services policy reviews available for member States in the ECOWAS region to implement specific services policy measures and actions on the ground, to adapt their national services trade	23 developing countries equipped to initiate updates of existing services policies, including 15 member countries of ECOWAS that were equipped with policy options and recommendations in seven services sectors (energy, accounting, legal, architectural, cultural, education and construction and related engineering) presented in the services policy reviews provided by the subprogramme

**Impact of COVID-19 on subprogramme delivery**

- 12.76 Owing to the impact of the COVID-19 pandemic in 2020, the subprogramme postponed or cancelled a number of deliverables, including meetings and technical assistance events, along with publications related to those events. Due to the postponement of the fifteenth session of UNCTAD to 2021, most related meetings of the subprogramme were accordingly postponed. Further, the Multi-Year Expert Meeting on Commodities and Development scheduled to be held in October 2020 was postponed to 2021, along with the relevant publication outputs, due to concerns about connectivity problems in developing countries that would prevent them from effectively participating in a virtual meeting. Where possible, the subprogramme changed the approach and format of capacity-building activities and events to an online format, including thematic expert meetings and webinars on competition policy and consumer protection, as well as events on biotrade and the oceans economy, the latter of which was replaced by a webinar organized with partners on World Oceans Day.
- 12.77 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme produced several analysis pieces to highlight the impacts of the pandemic on specific sectors or economies, such as the services sector, women and vulnerable groups, the oceans economy, competition and consumer policies, restrictive trade practices in personal protective equipment markets and the tourism industry, highlighting the vulnerabilities of many developing countries to such shocks and outlining appropriate policy recommendations. “Global trade update 2020”, issued quarterly to present trends and short-term forecasts for world trade, provided preliminary forecasts of global trade, depending on how the pandemic might evolve, and gave special attention to pandemic-related medical supplies (personal protective equipment, disinfectants, diagnostic kits, oxygen respirators and other related hospital equipment). The subprogramme also analysed the salience of commodities in the merchandise trade of Commonwealth members and estimated the impact of pandemic-induced trade disruptions on commodities exports to five main markets: Australia, China, the United Kingdom of Great Britain and Northern Ireland, the United States of America and the European Union.

**Planned results for 2022**

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

**Result 1: unleashing the potential of women informal cross-border traders<sup>5</sup>****Programme performance in 2020**

- 12.79 In response to a request from three member countries (Malawi, United Republic of Tanzania and Zambia) involved in activities related to women cross-border traders during the 2016–2019 period, the subprogramme launched, in October 2020, a new set of activities devoted to training women involved in informal and/or small-scale cross-border trade on entrepreneurship development and on trade rules and customs procedures. This work is part of the global initiative towards post-pandemic recovery for the micro-, small and medium-sized enterprises sector. Activities are being replicated at the same borders covered by the previous intervention, since the overall initiative is aimed at providing an immediate response in the context of the COVID-19 situation. Furthermore, the pilot training programme delivered at six border areas in Malawi, the United Republic of Tanzania and Zambia is expected to be replicated at other border posts and possibly in a different region, building on its positive results.
- 12.80 The above-mentioned work contributed to the shift of women traders from informal to formal trade channels to conduct cross-border trade activities and encouraged the formalization of businesses, as a precondition for diversifying and expanding businesses and moving from subsistence to sustainability. Of the 147 women traders who participated in the training activities, the majority confirmed that the knowledge acquired during the training about border rules and procedures and rights and obligations made them more confident to cross borders (99 per cent), which contributed to their intention and ability to formalize their businesses (98 per cent). This met the planned target of having more than half of the women trained able to take steps to switch to formal trade channels and have a good understanding of how to scale up and/or diversify their businesses reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

- 12.81 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will expand its training activities on entrepreneurship development and on traders' rights and obligations devoted to women informal and/or small-scale cross-border traders to other borders in sub-Saharan Africa and possibly other developing regions. The expected progress is presented in the performance measure below (see table 12.10).

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<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12))

Table 12.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
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 increased knowledge of basic entrepreneurial skills. Benefits also to customs officers attending training on trade rules and procedures	144 out of 147 women trained have gained the ability to formalize their businesses and understanding of how to scale up and/or diversify their businesses	At least two more countries in sub-Saharan Africa express interest in replicating the approach and implementing the training programme for women in informal cross-border trade	At least two more countries in sub-Saharan Africa or in other developing regions take steps to replicate the approach and implement the training programme for women in informal cross-border trade

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

## **Result 2: oceans economy – supporting small island developing States and coastal developing countries in realizing economic benefits from the sustainable use of marine resources<sup>6</sup>**

### **Programme performance in 2020**

- 12.82 In the process of supporting small island developing States and coastal developing countries, UNCTAD and the Division for Ocean Affairs and the Law of the Sea organized a total of 12 stakeholder and validation dialogue field missions for 261 participants, of which 42 per cent were women, over the past three years. In 2020, UNCTAD also organized four online multilateral conferences dedicated to assessing challenges to and opportunities for the oceans economy brought about by the COVID-19 pandemic, the potential of oceans-related biotrade, impacts on human settlements and coastal tourism, and trade in plastics, sustainability and development. This was complemented by a stakeholder workshop on tuna value chains, organized in Barbados in early 2020, and online training on experiences with the use of traceability systems and collective trademarks, organized for Costa Rica.
- 12.83 The above-mentioned work contributed to increased capacity in member States to formulate national oceans economy and trade strategies, including the production of the oceans economy and trade strategy of Belize and Costa Rica, with a focus on developing an action plan to enable sustainable trade in the tuna, spiny lobster, queen conch and coastal fish value chains, which exceeded the planned target of increased capacity in member States to formulate national oceans economy and trade strategies reflected in the proposed programme budget for 2021.

### **Proposed programme plan for 2022**

- 12.84 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will organize the fourth Oceans Forum on Trade-related Aspects of Sustainable Development Goal 14 to identify actions and realign efforts for progress and compliance with the trade-related targets of Goal 14 in the light of

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

the post-pandemic scenario, and will continue to assist member States in developing their oceans economy and trade strategies. The subprogramme also plans to develop at least two oceans-related biotrade value chain assessments for selected species and a regional action plan by 2022. The expected progress is presented in the performance measure below (see table 12.11).

Table 12.11  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Member States have an increased understanding of the importance of national oceans economy and trade strategies, including as a result of the second Oceans Forum on Trade-related Aspects of Sustainable Development Goal 14	Member States have increased interest and are better supported in formulating national oceans economy and trade strategies, including as a result of the United Nations Trade Forum	Member States have increased their capacities to formulate national oceans economy and trade strategies as a result of the subprogramme’s activities, including two member States (Belize and Costa Rica) which formulated such a strategy	At least two member States adopt national oceans economy and trade strategies	Member States identify actions and realign efforts for progress and compliance with trade-related targets of Sustainable Development Goal 14 as a result of the Fourth Oceans Forum and at least two blue biotrade value chain assessments for selected species and a regional action plan are developed by the subprogramme

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

**Result 3: tearing down trade barriers – transparent and streamlined regulations for sustainable development**

**Proposed programme plan for 2022**

- 12.85 Non-tariff measures, including technical regulations and traditional trade policy instruments, constitute a high cost for traders. Such costs are estimated to be about three to four times higher than those of tariffs and disproportionately affect low-income countries and small and medium-sized enterprises. The use of non-tariff measures was prominent during the COVID-19 pandemic, as a number of temporary measures were put in place by over 140 countries in pursuit of both non-trade and trade-related objectives. Key goals were related to safeguarding public health, as well as to economic concerns. A global challenge for traders is non-transparent and non-coordinated regulations. Transparency in non-tariff measures already reduces transaction costs significantly. During the COVID-19 pandemic, such measures have often been introduced in an uncoordinated fashion and without informing trade partners accordingly. Regulatory streamlining and cooperation reduce the costs further without compromising non-trade public policy objectives. Requirements that have to be met by traders are not easily accessible and regulations are often not coordinated within and between countries. Without work to address these new non-tariff measures, along with those already in place, such measures may prove to be significant barriers to any post-pandemic recovery. In responding to this, the subprogramme has developed an international classification of non-tariff measures jointly with seven international organizations (Food and Agriculture Organization of the United Nations, IMF, International Trade Centre, OECD, United Nations

Industrial Development Organization, World Bank and WTO), allowing for systematic collection and dissemination of data on such measures for policymakers and traders, a precondition for trade information portals, efficient streamlining and regulatory cooperation. This was complemented by online and face-to-face training courses aimed at raising awareness about and enhancing capacity to deal with such measures. The more that up-to-date data on such measures are made available and awareness is raised among policymakers, the greater the request for transparency and the usage of data on non-tariff measures in trade portals will be. To assist in this regard, the subprogramme has been developing three relevant portals for different user groups.

*Lessons learned and planned change*

- 12.86 The lesson for the subprogramme was that regular updates of data on non-tariff measures and sustainability of the transparency initiative require the subprogramme to frequently reach out and interact with Governments and government officials. Previously, data on non-tariff measures were collected from publicly available official sources, often with little interaction with the Governments issuing the regulations. The downside of this approach was that countries were not updated regularly when external funding was not available. In applying the lesson, the subprogramme will seek stronger interactions with Governments, including by requesting their formal commitment to nominate focal points.

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

- 12.87 This work is expected to contribute to the objective, as demonstrated by an increased number of users, primarily government officials, researchers and traders, of data on non-tariff measures in trade portals (see table 12.12).

Table 12.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Growing awareness among member States of the high trade costs of non-tariff measures and the potential of transparency and regulatory coordination and cooperation	Increased awareness among member States of the importance of non-tariff measures for international trade. Development and improvement of non-tariff measures data portals to facilitate access to information on such measures collected by the subprogramme, specifically for developing countries	Increased use of the information published on non-tariff measures on trade portals, with 13,000 total users registered	Increased use of the information published on non-tariff measures on trade portals, with at least 1,500 additional users registered (14,500 in total)	Increased use of the information published on non-tariff measures on trade portals, with at least 2,000 additional users registered (16,500 in total)

## Legislative mandates

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

### General Assembly resolutions

35/63	Restrictive business practices	74/204	Commodities
70/186	Consumer protection	74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
71/312	Our ocean, our future: Call for action		
74/7	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba		
74/198	International Year of Creative Economy for Sustainable Development, 2021		

## Deliverables

12.89 Table 12.13 below lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.13

### Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>22</b>	<b>15</b>	<b>21</b>	<b>20</b>
1. Reports to the General Assembly on international trade and development and world commodity trends and prospects	1	1	2	1
2. Report of and background documents for the fifteenth session of UNCTAD	1	1	–	–
3. Reports on trends in trade and on trade regulations and sustainability standards and ad hoc reports on commodities trends and prospects for the Trade and Development Board	2	2	2	2
4. Background documentation for the Trade and Development Commission and for related expert meetings, including on non-tariff measures and sustainability standards	8	1	7	7
5. Reports of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	10	10	10
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>64</b>	<b>33</b>	<b>33</b>	<b>33</b>
6. Meetings of the General Assembly (Second Committee)	2	2	2	2
7. Meetings of the Economic and Social Council	–	–	–	–
8. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	24	10	–	–
9. Annual and executive sessions of the Trade and Development Board	2	2	2	2
10. Meetings of the Working Party on the Programme Plan and Programme Performance	2	3	2	2
11. Meetings of the annual sessions of the Trade and Development Commission and related expert meetings	23	5	16	16
12. Meetings of the annual sessions of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	10	10	10
13. Annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development	1	1	1	1

**Section 12 Trade and development**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>21</b>	<b>27</b>	<b>24</b>	<b>20</b>
14. Capacity-building projects, including on services, trade and inclusive growth, competition and consumer protection laws and policies, sustainability standards, regional and multilateral trading negotiations, multilateral trading negotiations on boosting intra-African trade, in particular in the least developed countries, and dispute settlement and commercial diplomacy	9	9	13	9
15. Project on collecting, monitoring, reporting and disseminating data on non-tariff measures	1	4	1	1
16. Projects on generalized and global systems of trade preferences, on trade, the environment and development and on assistance to commodity-dependent countries in achieving greater diversification and value addition	8	11	8	8
17. Projects to assist developing countries in acceding to WTO, formulating development-oriented trade policies and strengthening the creative economy	3	3	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>124</b>	<b>124</b>	<b>125</b>	<b>108</b>
18. Seminars for policymakers on the World Integrated Trade Solution, the Trade Analysis and Information System and non-tariff measures, sustainability standards, preferential trading arrangements, WTO accession, services policies and frameworks, emerging development challenges in the international trading system and trade, international trade negotiations, the environment and sustainable development	48	54	57	50
19. Capacity-building for developing countries, in particular the least developed countries and economies in transition, on trade policy, skills for competition and consumer protection agencies, sustainability standards, and gender and trade	58	58	40	45
20. Workshops for supporting commodity-dependent developing countries to formulate strategies and policies and harness development gains, and respond to the challenges and opportunities of commodity markets	10	1	10	5
21. Panel discussion on the changing international trade landscape and trade costs	1	1	1	1
22. Panel discussions on challenges and opportunities of international trade for the promotion of sustainable development	2	2	12	2
23. Ad hoc expert discussion on the role of competition law and policy and on consumer protection and policy	1	1	1	1
24. Geneva Trade and Development Workshop series, held jointly by UNCTAD, WTO, the University of Geneva and the Graduate Institute of International and Development Studies	4	7	4	4
<b>Publications</b> (number of publications)	<b>31</b>	<b>30</b>	<b>35</b>	<b>36</b>
25. Publications on trade and sector-specific publications	1	1	5	1
26. Publications on trade, multilateralism and the Sustainable Development Goals	14	14	12	17
27. Publications on trade trends and policy in the international context	9	8	8	9
28. Publications on trade, market efficiency and consumer welfare and on competition and consumer protection policies	4	4	4	6
29. Publications on trade, commodities, economic diversification and value addition	3	3	6	3
<b>Technical materials</b> (number of materials) <sup>a</sup>	<b>16</b>	<b>15</b>	<b>12</b>	<b>12</b>
30. Reports on UNCTAD work on competition and consumer protection policies and on the Global Commodities Forum	2	1	2	1
31. Handbooks and policy briefs on classification of non-tariff measures, the Generalized System of Preferences and effective competition and/or consumer protection agencies	3	3	3	3
32. <i>Manual on Consumer Protection</i>	1	1	1	1
33. Model law on competition	2	2	1	1
34. Materials on competition and consumer protection under the UNCTAD Research Partnership Platform	2	2	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
35. UNCTAD, WTO and International Trade Centre publication <i>World Tariff Profiles</i>	1	1	1	1
36. Trade-related aspects of the <i>Sustainable Development Goals Report</i>	1	1	1	1
37. Report of the United Nations Forum on Sustainability Standards	1	1	–	1
38. Training modules on topics in international trade negotiations	3	3	2	2

**C. Substantive deliverables**

**Consultation, advice and advocacy:** advisory services on trade-related decision-making provided to five member States and two regional South-South economic integration groupings, integration into the global economy and participation in regional and multilateral trade agreements, integration of trade concerns into national trade and services policies, cooperation and partnerships for inclusive growth and sustainable development, trade and gender, developing competition and consumer protection frameworks, trade and environment issues and creative economy potential for sustainable development.

**Databases and substantive digital materials:** World Integrated Trade Solution and Trade Analysis and Information System, accessed by more than 15,000 users annually.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** United Nations Forum on Sustainability Standards; Global Commodities Forum; multi-stakeholder meeting on commodities and development; Global Services Forum; Non-Tariff Measures Week; BioTrade Congress; event on trade and gender; event on illicit trade reaching an audience of more than 300 people; event on the creative economy; lectures and exhibits on issues related to the work of the subprogramme; newsletters on the Generalized System of Preferences and on UNCTAD work on competition and consumer protection; brochures and flyers on trade and gender and on commodity policy research and implementation and projects; and booklets and fact sheets related to the work of the subprogramme.

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

**Digital platforms and multimedia content:** proceedings of meetings conducted by the subprogramme; online training course on non-tariff measures completed by approximately 300 people annually; interactive tools related to national competition and consumer protection laws, commercial diplomacy and dispute settlement; UNCTAD, WTO and International Trade Centre website on trade-related Sustainable Development Goals and indicators; electronic version of the model law on competition; and teaching package on trade and gender.

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<sup>a</sup> The deliverable “UNCTAD, Department of Economic and Social Affairs of the Secretariat and regional commissions reports *World Economic Situation and Prospects*” was removed, as it represented a contribution by UNCTAD to the output of another programme, as opposed to an UNCTAD output.

## **Subprogramme 4 Technology and logistics**

### **Objective**

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

### **Strategy**

- 12.91 To contribute to the objective, the subprogramme will foster international policy dialogue and consensus-building, carry out research and analysis and provide technical assistance and capacity-building in the areas of technology and logistics for development. In doing so, the subprogramme will maximize synergies and cross-fertilization, building complementarities across the different issues in its portfolio of activities. In the area of science and technology, the subprogramme will foster consensus-building and policy dialogue through its work as the secretariat of the Commission on Science and Technology for Development and its contribution to the Technology Facilitation Mechanism. It will carry out research and analysis on science, technology and innovation for

development through its flagship publication *Technology and Innovation Report*, as well as other reports analysing policy options in science, technology and innovation for development, including the chapter on science, technology and innovation of the report of the Inter-Agency Task Force on Financing for Development. With regard to technical assistance and capacity-building, the subprogramme will deliver science, technology and innovation policy reviews, support the implementation of technology assessment and foresight exercises in developing countries and provide inputs to the inter-agency task team on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism.

- 12.92 With regard to e-commerce and the digital economy, the subprogramme will foster international policy dialogue and consensus-building. This will include activities in relation to the Intergovernmental Group of Experts on E-commerce and the Digital Economy and the annual eCommerce Week, in addition to facilitation of the intergovernmental process pertaining to those issues. The subprogramme will also carry out research and analysis on e-commerce and the digital economy and development, including through the flagship publication *Digital Economy Report* and other reports analysing major trends and policy options in developing countries. In addition, the subprogramme will respond to a rapidly growing number of requests for capacity-building and technical assistance in the field of e-commerce and the digital economy from developing countries, in particular least developed countries. This will include preparing Rapid eTrade Readiness Assessments, assisting in the development of national e-commerce strategies and legal frameworks on e-commerce and undertaking the statistical measurement of e-commerce and the digital economy, as well as coordinating the multi-stakeholder eTrade for All initiative and managing the eTrade for Women initiative.
- 12.93 In the area of trade logistics, which covers trade facilitation, customs automation and transport, including maritime transport and port management, the subprogramme will foster international policy dialogue and consensus-building by servicing the intergovernmental machinery of UNCTAD on these issues and by contributing to the deliberations of other specialized forums, including at the regional level. It will also carry out research and analysis on trade facilitation and transport and development, including through the flagship publication *Review of Maritime Transport* and other research products analysing data, trends, challenges, legislative frameworks and policy options for developing countries to improve transport, trade facilitation and trade logistics. In addition, the subprogramme will provide technical assistance and capacity-building in the areas of trade facilitation, including customs automation and modernization through the Automated System for Customs Data (ASYCUDA), transport, including maritime transport, transit corridors and port management, and associated legislative issues. In doing so, the subprogramme will continue to address specific trade logistics challenges affecting small island developing States and landlocked countries. Finally, the subprogramme will deliver targeted training and capacity-building activities to relevant stakeholders and government experts in trade and related areas of finance, technology, investment and sustainable development. This includes the delivery of regional and Geneva-based courses on key issues on the international economic agenda and the Training Development in the Field of International Trade (TrainForTrade) programme, which is aimed at reinforcing the human capacities in developing countries on various aspects of trade and development policies, such as port management, trade statistics and other issues, including digital identity for e-commerce.
- 12.94 The subprogramme plans to support member States on issues related to COVID-19 by increasingly focusing on the impact of the pandemic, adaptation policy measures and economic recovery in the field of technology and logistics for development. This work will include identifying and disseminating good practices to keep trade logistics operational while containing the spread of the coronavirus, including by determining how the pandemic may transform the trade logistics and transport sector in the long term and helping developing countries to adapt accordingly. With regard to science, technology and innovation, its work will include researching and sharing policy options for protecting against and recovering from the pandemic, including in relation to the impact of the pandemic on e-commerce and the digital economy, and policies to promote e-commerce for mitigation and recovery.

- 12.95 The above-mentioned work is expected to result in:
- (a) Improved knowledge and improved international consensus on emerging challenges and good practices in science, technology and innovation policies for development;
  - (b) The implementation of the outcomes of the World Summit on the Information Society and the implementation of the Technology Facilitation Mechanism;
  - (c) Increased capacities of member States to harness science, technology and innovation to support their national development strategies;
  - (d) Increased consensus on and awareness of key trends and challenges in the digital economy for development;
  - (e) Strengthened capacity in developing countries and least developed countries to implement policies that harness the digital economy for development objectives, including in terms of integrating women and vulnerable groups into e-commerce and the digital economy;
  - (f) Enhanced trade logistics that connect beneficiary countries to international markets in a more resilient and sustainable way, while enhancing transparency and efficiency in trade, including through ASYCUDA;
  - (g) Improved capacity to implement trade facilitation and transport measures for sustainable development;
  - (h) Increased capacity of developing countries to assess, analyse and formulate policies on important issues related to the macroeconomy, trade, investment and technology, including information and communications technology, for development;
  - (i) Increased capacity of developing countries to plan and implement trade and development policies that are more inclusive and sustainable.
- 12.96 The planned support on issues related to COVID-19 is expected to result in:
- (a) Enhanced capacities of beneficiary countries and improved policies in the fields of technology and trade logistics, resulting in increased resilience to pandemics and other shocks, as well as accelerated recovery from the economic impact of COVID-19;
  - (b) Increased understanding and capacities to mitigate the impact of pandemics through technology solutions, including e-commerce, and more resilient trade logistics in developing countries;
  - (c) Enhanced capacities of member States to leverage technology and trade logistics for accelerated recovery.

### **Programme performance in 2020**

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

#### **Improved resilience of trade logistics during the COVID-19 pandemic**

- 12.98 With the outbreak of the COVID-19 pandemic, countries resorted to strict measures to contain the spread of the coronavirus at borders, seaports and airports. This greatly hindered the movement of goods, including essential food items and medicines. As part of the rapid response measures, the subprogramme offered its support and expertise in trade logistics and transit, with a special focus on least developed countries, landlocked developing countries and small island developing States, through the adoption of a coherent approach addressing complementary subsectors of trade logistics. In close dialogue with its networks of practitioners in the field, the subprogramme developed a 10-point action plan identifying best practices and recommendations in trade facilitation, representing a package of trade facilitation response measures to the COVID-19 pandemic. These

recommendations were complemented by concrete steps on the ground aimed at building the capacity of member States to facilitate remote working, physical distancing and paperless environments, in order to provide uninterrupted services at borders. The subprogramme developed guidelines and provided capacity-building for customs administrations to adapt the use of ASYCUDA during the pandemic and in post-pandemic economic recovery, and surveyed more than 100 ASYCUDA-user customs administrations to provide more tailored assistance in the specific context of the pandemic. The subprogramme also developed guidelines on best practices in port management against pandemics, disseminated through the Port Management Programme network across 60 countries, and investigated the impact of COVID-19 on maritime trade, producing near real-time data for the maritime sector to facilitate decision-making on economic policies. It also supported the preparation of a call for action to Governments to facilitate crew changeovers and remove unnecessary regulatory obstacles to maritime transport during and after the COVID-19 pandemic, including in the recovery phase and beyond. Finally, the subprogramme led the development of a “One United Nations” response to improving trade and transport facilitation connectivity during pandemics, bringing together expertise in trade facilitation and transport from across the Secretariat, including the five United Nations regional commissions.

*Progress towards the attainment of the objective, and performance measure*

- 12.99 The above-mentioned work contributed to the objective, as demonstrated by the use and adoption of the above guidelines and recommendations by member States during the pandemic, which has ensured the continuation of trade flows, the resilience of trade logistics, the prioritization of medical products and other essential goods in transit at borders, the reduction of duties on such goods and the increased use of electronic payments at customs to reduce the risk of the spread of the coronavirus associated with physical interactions. Other evidence includes the adoption of General Assembly resolution [75/17](#) on international cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains, in which the Assembly, following negotiations facilitated by Indonesia, which is a key global supplier of maritime labour, urged Member States to designate seafarers and other marine personnel as key workers, and requested the Secretary-General, in collaboration with the International Maritime Organization (IMO), the International Labour Organization (ILO) and UNCTAD, as well as other relevant entities of the United Nations system, to inform the General Assembly at its seventy-sixth session through the IMO report on the crew changes situation during the COVID-19 pandemic based on the work of the Seafarer Crisis Action Team and through a dedicated section of the UNCTAD *Review of Maritime Transport*. The resolution contributed to solving a global crewing crisis affecting over 2 million seafarers. The impact of the work on trade facilitation is also evidenced by the enhanced capacity of a wide range of stakeholders that participated in the Empowerment Programme for National Trade Facilitation Committees, including with regard to how to mitigate the negative impacts of the pandemic on trade facilitation (see table 12.14).

Table 12.14  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
<p>Member States have access to tailored support at the national level in identifying their particular trade logistics needs, including the provision of relevant analysis and research; an intensive dedicated professional capacity-building programme for the members of national trade facilitation committees and their secretariats through the Empowerment Programme for National Trade Facilitation Committees; support for port communities in developing countries in delivering more efficient and competitive port management services to increase trade flows, through the TrainForTrade Port Management Programme; and the integrated customs management system ASYCUDA</p>	<p>Member States are supported to manage and adapt to the fast-evolving trends that are shaping trade patterns and defining the operating landscape of the overall trade logistics sector, in a holistic, efficient and effective manner.</p> <p>Member States have utilized research and analytical work, consensus-building activities and technical assistance and capacity-building initiatives, focused in particular on building regulatory and institutional capacities, to develop and strengthen policies, promote technical skills and expertise, and, ultimately, to increase their preparedness to face major shocks of any kind</p>	<p>Member States are addressing the pandemic-related challenges in trade logistics by using and adapting a set of holistic guidelines and recommendations developed by the subprogramme, covering the entire spectrum of trade logistics sectors, and ensuring the continuation of trade flows, including by addressing the challenges faced by over 2 million seafarers as a result of the COVID-19 pandemic to support global supply chains through the adoption of General Assembly resolution <a href="#">75/17</a></p>

#### Impact of COVID-19 on subprogramme delivery

- 12.100 Owing to the impact of COVID-19 in 2020, the subprogramme had to postpone some activities and several intergovernmental meetings, including the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals, the sessions of the Investment, Enterprise and Development Commission and the Trade and Development Commission and meetings of the Working Group on Measuring E-commerce and the Digital Economy, as well as all technical notes and materials related to these meetings. Also, due to the fact that the programme of the Trade and Development Board of UNCTAD was modified to allow for discussions on the impact of COVID-19, specific sessions on science, technology and innovation and on digitalization were cancelled. At the same time, the subprogramme changed the approach to intergovernmental and multi-stakeholder meetings from an in-person to a virtual format, including meetings of the Commission on Science and Technology for Development, eCommerce Week and the Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation. These events featured dedicated sessions on COVID-19 and participants at the session of the Commission on Science and Technology for Development issued a call for technology solutions for tackling the pandemic and its impacts to be shared with developing country members. Other activities were organized online in the area of trade facilitation and in the context of the TrainForTrade and ASYCUDA programmes. The pandemic also affected the implementation of several technical assistance activities, including the delivery of regional courses on key issues on the international economic agenda, which had to be postponed to 2021 as they rely heavily on on-site face-to-face interactions and networking among beneficiaries. Planned e-commerce strategies were delayed due to the pandemic, as some workshops with Governments and other stakeholders had to be postponed. In the area of trade facilitation and transport, the number of seminars, workshops and training events was also reduced due to the pandemic since the shifting of activities online often entailed a regional grouping of planned national-level events. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

- 12.101 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objective. The subprogramme prepared guidelines, surveys, policy briefs and other reports on the impact of the pandemic and on ways to achieve a better recovery and improve resilience through science, technology and innovation and e-commerce. The subprogramme's research on e-commerce and the digital economy and technology highlighted the need for technology solutions in dealing with the pandemic and its impacts, showing the facilitating role of digital solutions and how e-commerce has helped countries to cope with the pandemic, while stressing the need to bridge existing digital divides. Through its analysis, the subprogramme also advocated for the protection of science, technology and innovation funding during and after the COVID-19 pandemic and explored the role of science and technology policies in COVID-19 recovery. Moreover, the subprogramme's survey of e-commerce companies and third-party platforms highlighted several key obstacles and potential remedying policy measures related to addressing the impact of the COVID-19 pandemic in developing countries. In the area of trade logistics, including trade facilitation, customs automation, maritime transport and port management, the subprogramme developed a large and coherent package of mutually reinforcing adaptation measures to reduce the spread of the coronavirus while ensuring that critical goods could move unimpeded. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

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

#### **Result 1: boosting digital readiness in developing countries<sup>7</sup>**

##### **Programme performance in 2020**

- 12.103 In 2020, the subprogramme continued its work aimed at enhancing the capacities of developing countries to harness the evolving digital economy, taking into consideration different levels of preparedness across countries. With seven new Rapid eTrade Readiness Assessments conducted in 2020 (Benin, Côte d'Ivoire, Iraq, Malawi, Mali, the Niger and the United Republic of Tanzania), the programme has now completed a total of 26 assessments. These assessments provided up-to-date diagnostics of how least developed countries and other developing countries can harness the potential of the digital revolution for e-commerce, trade and development. At the same time, through the assessments, the subprogramme identified specific needs and critical weaknesses of the national e-commerce ecosystems and proposed concrete actions for Governments to improve the situation. To accelerate the implementation of recommendations contained in the Rapid eTrade Readiness Assessments, a detailed mapping exercise to take stock of achievements to date and to identify the next steps was undertaken. In addition, the subprogramme delivered a report surveying the impact of the pandemic on e-commerce and identifying adequate policy responses, which drew on the networks and national capacities created in countries in the context of the Rapid eTrade Readiness Assessments. The subprogramme also continued to develop the eTrade for All and eTrade for Women initiatives. The eTrade for All initiative saw the inclusion of two new partners (the Commonwealth Secretariat and ILO) and supported the organization of eCommerce Week 2020, held in a virtual format, with 2,000 participants from 130 countries. In 2020, the Rapid eTrade Readiness Assessments contributed to actions related to infrastructure development (Burkina Faso, Samoa and Zambia), the development of national e-commerce strategies (Benin, Cambodia, Myanmar and Zambia) and the development or introduction of privacy and data protection regulations (Madagascar and Nepal), as well as measures in support of digital payment solutions (Lao People's Democratic Republic, Togo and Uganda) and the establishment of an e-commerce consortium in Senegal. In some regions, including those represented by the ECOWAS, the East African Community and the

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<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

Pacific Islands Forum, the assessments also served as a basis for developing regional e-commerce policies. In addition, close dialogue with donors resulted in more support for the subprogramme’s work on e-commerce and the digital economy and consideration of the expansion of the digital dimension in development assistance strategies.

- 12.104 The above-mentioned work contributed to specific actions undertaken by 12 countries, using the Rapid eTrade Readiness Assessments as a basis for elaborating e-commerce strategies and policies, reforming the legal and regulatory framework for e-commerce and improving their interministerial coordination and multi-stakeholder dialogues, which met the planned target reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

- 12.105 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will complement assistance to national Governments with closer involvement at the regional level, thereby fostering intraregional trade and integration through e-commerce and digital trade. In addition, the subprogramme will continue its work on increasing the involvement of women digital entrepreneurs in national and regional policy dialogue and on improving the availability of statistics. The expected progress is presented in the performance measure below (see table 12.15).

Table 12.15  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
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 multitrack approach of research and analysis, policy dialogue and technical cooperation, including the launch of new network of women in e-commerce	Twelve countries used the Rapid eTrade Readiness Assessments as a basis for elaborating e-commerce strategies and policies, reforming the legal and regulatory framework for e-commerce and improving their interministerial coordination and multi-stakeholder dialogues	Increased implementation of recommendations by member States of UNCTAD Rapid eTrade Readiness Assessments, and a growing community of women digital entrepreneurs trained under the UNCTAD eTrade for Women initiative	Increased awareness of the role of e-commerce and the digital economy in at least three regional economic communities; enhanced involvement of women digital entrepreneurs in 15 national and regional policy dialogues in 5 regions; and new initiatives implemented by 4 Governments to collect statistics on e-commerce and the digital economy for improved availability of statistics through UNCTAD assistance

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

**Result 2: strengthened capacity of developing countries to comply with international and regional trade facilitation rules and standards<sup>8</sup>****Programme performance in 2020**

- 12.106 The subprogramme has continued to assist in the implementation of trade facilitation reforms at both national and regional levels in alignment with the WTO Agreement on Trade Facilitation by improving the capacities of the national trade facilitation committees to fulfil their obligations under the Agreement. The subprogramme also developed a regional approach in assisting regional economic communities to implement regional protocols related to regional value chains and intraregional trade. This was implemented with the East African Community, the Economic Community of Central African States, the Caribbean Community and the Pacific Islands Forum in the case of the Pacific Agreement on Closer Economic Relations (PACER) Plus. The subprogramme also provided a rapid response to the pandemic-related needs of the national trade facilitation committees and the stakeholders involved in the logistics supply chain by developing new online training modules and information technology tools such as the reform tracker and trade information portals to enhance the coordination, monitoring and evaluation of the implementation of trade facilitation reforms. Furthermore, rapid response guidelines and advisory services on trade facilitation and health were provided to help improve coordination between administrations in charge of trade, customs and health and were disseminated using the trade information portals.
- 12.107 The above-mentioned work contributed to improving the capacities of 32 national trade facilitation committees to identify their national implementation obligations under the Agreement on Trade Facilitation, which exceeded the planned target of 13 national trade facilitation committees being assisted by UNCTAD in identifying their national implementation obligations with regard to the WTO Agreement on Trade Facilitation, reflected in the programme budget for 2021.

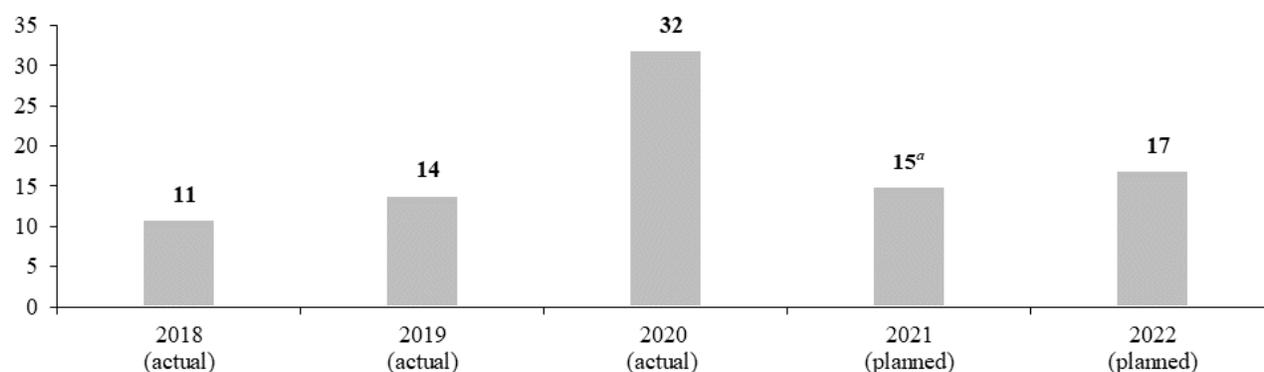
**Proposed programme plan for 2022**

- 12.108 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to work with national trade facilitation committees and regional economic communities. So far, the subprogramme has secured resources to support the work of 10 national trade facilitation committees in 2022. However, it will continue to engage with development partners to raise support to increase the number of beneficiary countries and regional entities covered, while ensuring the sustainability of ongoing projects. In doing so, the subprogramme will further increase its focus on the post-pandemic recovery and on building regional supply chains in trade logistics, based on the linkages between trade facilitation and technology. The expected progress is presented in the performance measure below (see figure 12.IV).

<sup>8</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 12.IV

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



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

### **Result 3: women digital entrepreneurs empowered to build a more inclusive digital economy**

#### **Proposed programme plan for 2022**

- 12.109 While digital technologies can be an enabler of women's economic empowerment, significant obstacles remain, including with regard to cultural norms, gender biases, lack of participation in decision-making processes, unequal access to the Internet, lower levels of digital skills and limited access to finance. Launched in 2019, the eTrade for Women initiative seeks to empower women digital entrepreneurs across developing and emerging economies and generate more inclusive digital ecosystems. To achieve its objectives, the subprogramme has partnered with seven influential women digital leaders from different regions and appointed them as eTrade for Women advocates, to act as role models and strive to make an impact beyond simply economic concerns. As part of their role, the advocates engaged in various multi-stakeholder policy dialogues at several high-level regional and global forums in 2020. Under the leadership of the respective eTrade for Women advocate in a given region, the initiative organized three targeted masterclasses in 2020 to increase women entrepreneurs' competencies and networks and is in the process of establishing eTrade for Women communities across the regions to contribute to local ecosystems. In addition, as a result of the masterclass networks, cross-border business opportunities have started to emerge between participants, laying the groundwork for more integrated digital ecosystems at the regional level.

#### *Lessons learned and planned change*

- 12.110 The lesson for the subprogramme was that multi-stakeholder and multisectoral platforms can support development and changes in policies and regulations. For example, bringing together policymakers at all levels, from national to local, including women entrepreneurs, can help develop a holistic and complementary understanding of the specific needs of small and medium-sized digital businesses and women digital entrepreneurs. In applying the lesson, the subprogramme will strengthen dialogues between policymakers and women entrepreneurs at all levels and will build an increased understanding of the specific needs of small and medium-sized digital businesses. The subprogramme will help facilitate the interface between business, women entrepreneurs and policymakers to help inform decision makers in developing appropriate policy and regulatory responses. The subprogramme will build on lessons learned in the context of the COVID-19 pandemic, during which digital micro-, small and medium-sized enterprises, including many women-led businesses, have played a critical role in adapting to the challenges brought about by the pandemic.

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

- 12.111 This work is expected to contribute to the objective, as demonstrated by the improved business and leadership skills of 200 women digital entrepreneurs participating in eTrade for Women activities (see table 12.16).

Table 12.16  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
–	Increased awareness of Governments and the private sector regarding the role of eTrade for Women advocates in building a more inclusive digital economy	Improved business and leadership skills of 50 women digital entrepreneurs participating in eTrade for Women activities	Improved business and leadership skills of a cumulative total of 100 women digital entrepreneurs participating in eTrade for Women activities, including the eTrade for Women advocates, to lead dialogues with policymakers on digital transformation. Establishment of eTrade for Women communities across regions	Improved business and leadership skills of a cumulative total of 200 women digital entrepreneurs participating in eTrade for Women activities. At least four eTrade for Women communities active across regions

**Legislative mandates**

- 12.112 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

<a href="#">60/252</a>	World Summit on the Information Society	<a href="#">73/17</a>	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
<a href="#">69/213</a>	Role of transport and transit corridors in ensuring international cooperation for sustainable development	<a href="#">74/229</a>	Science, technology and innovation for sustainable development
<a href="#">69/283</a>	Sendai Framework for Disaster Risk Reduction 2015–2030	<a href="#">75/17</a>	International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains
<a href="#">70/125</a>	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	<a href="#">75/202</a>	Information and communications technologies for sustainable development
<a href="#">72/212</a>	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals		

*Economic and Social Council resolutions*

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

**Deliverables**

12.113 Table 12.17 below lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.17  
**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>25</b>	<b>10</b>	<b>22</b>	<b>21</b>
1. Reports to the General Assembly on the outcomes of the World Summit on the Information Society, and on science and technology for development	1	1	2	1
2. Reports to the Commission on Science and Technology for Development and its intersessional panels	6	3	6	6
3. Report of and background documents for the fifteenth session of UNCTAD	4	–	–	–
4. Background note and reports for the Trade and Development Board	2	1	2	2
5. Note by the UNCTAD secretariat and reports for the Investment, Enterprise and Development Commission and related expert meetings on issues related to science, technology and innovation	4	1	4	4
6. Note by the UNCTAD secretariat and reports for the Trade and Development Commission and related expert meetings	4	2	4	4
7. Note by the UNCTAD secretariat and reports for the Intergovernmental Group of Experts on E-commerce and the Digital Economy	2	2	2	2
8. Note by the UNCTAD secretariat and reports for the Working Group on Measuring E-commerce and the Digital Economy	2	–	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>73</b>	<b>19</b>	<b>50</b>	<b>49</b>
9. Meetings of the General Assembly (Second Committee) and the Economic and Social Council on the follow-up to the World Summit on the Information Society	2	2	3	2
10. Annual session and intersessional expert panels of the Commission on Science and Technology for Development	16	3	16	16
11. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	24	–	–	–
12. Annual and executive sessions of the Trade and Development Board	3	1	3	3
13. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
14. Annual session of the Investment, Enterprise and Development Commission and related expert meetings	7	1	7	7
15. Annual sessions of the Trade and Development Commission and related expert meetings on transport, trade logistics and trade facilitation	7	4	7	7
16. Meetings of the Intergovernmental Group of Experts on E-commerce and the Digital Economy	6	6	6	6
17. Meetings of the Working Group on Measuring E-commerce and the Digital Economy	4	–	4	4

**Section 12 Trade and development**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
18. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism (with the Department of Economic and Social Affairs of the Secretariat)	2	–	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
19. Projects within the Training Development in the Field of International Trade (TrainForTrade) capacity-building programme: port management; issues related to trade, including e-commerce and statistics; and pedagogical methodology	7	7	7	7
20. Projects (national, regional and interregional) on transport and related services, including the Automated System for Customs Data (ASYCUDA)	22	22	22	22
21. Projects within programmes on transport, trade facilitation and trade logistics	2	2	2	2
22. Projects within the programme on e-commerce and the digital economy	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>419</b>	<b>348.5</b>	<b>458</b>	<b>404</b>
23. TrainForTrade train-the-trainer events	55	54	55	–
24. TrainForTrade national delivery workshops <sup>a</sup>	260	222	260	300
25. Seminars, workshops, fellowships and training events on transport, trade logistics and trade facilitation	52	42	80	52
26. Ad hoc expert discussions on transport, trade logistics and trade facilitation	1	1	1	1
27. Ad hoc expert discussions on the role of technology (including information and communications technology) and innovation in development, including for the operationalization of technology transfer	1	1	1	1
28. Seminars, workshops and training events on e-commerce and the digital economy for development, including on information economy statistics, economic, technical, legal and regulatory aspects of e-commerce and the digital economy for development and e-commerce, and measuring the digital economy	10	9	10	10
29. Training courses on key issues on the international economic agenda (paragraph 166 of the Bangkok Plan of Action), regional and short courses	25	1.5	36	25
30. Seminars, workshops and training events on science, technology and innovation and development	15	18	15	15
<b>Publications</b> (number of publications)	<b>24</b>	<b>20</b>	<b>25</b>	<b>19</b>
31. <i>Technology and Innovation Report</i> and overview	1	1	–	1
32. <i>Digital Economy Report</i> and overview	–	–	1	–
33. <i>Review of Maritime Transport</i>	1	1	1	1
34. Science, technology and innovation policy reviews	2	4	3	2
35. National e-commerce strategies	3	–	3	2
36. <i>Current Studies on Science, Technology and Innovation</i> series	2	2	2	2
37. Studies on transport and trade logistics and transport and trade facilitation series	2	2	2	2
38. Reports on cyberlaws	2	2	2	1
39. TrainForTrade <i>Port Management</i> series	1	1	1	1
40. Rapid eTrade Readiness Assessments for the least developed countries and other developing countries	10	7	10	7
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>10</b>	<b>12</b>	<b>12</b>
41. UNCTAD policy briefs on the following topics: science, technology and innovation; e-commerce and the digital economy; and trade logistics	4	3	4	4
42. <i>ASYCUDA in Action Compendium</i>	1	1	1	1
43. <i>Year in Review</i> of the eTrade for All initiative	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
44. Technical notes on information and communications technology (including e-commerce and the digital economy) for development	2	2	2	2
45. Technical notes on trade facilitation	1	1	1	1
46. Background notes for the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	–	1	1
47. Economic and maritime country profiles	1	1	1	1
48. Report of the UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development	1	1	1	1

**C. Substantive deliverables**

**Consultation, advice and advocacy:** eCommerce Week, which is a multi-stakeholder forum organized over five days, with approximately 1,500 participants, over 200 speakers from more than 130 countries, in at least 50 substantive sessions; multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals; sessions of the UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development; and advisory services on science, technology and innovation policies for development, policy and practical aspects of e-commerce and the digital economy for development, measuring e-commerce and the digital economy, transport policies and international legal instrument standards and rules related to the facilitation of international trade, transport and transport security for port operators and the eTrade for All initiative.

**Databases and substantive digital materials:** UNCTAD platform for learning and capacity-building managed by the TrainForTrade programme, which trains approximately 1,500 beneficiaries per year; TrainForTrade; port performance statistics platform; online repository on national trade facilitation committees; Global Cyberlaw Tracker; online e-learning modules for the courses on key issues on the international economic agenda, with some 200 participants annually; online platform for sustainable freight transport; and eTrade for All online platform, with more than 80,000 users in 2020.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** newsletters on ASYCUDA, eTrade for All (with over 2,000 subscribers) and transport and trade facilitation (with over 5,000 subscribers); brochures, flyers and information kits.

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

**Digital platforms and multimedia content:** TrainForTrade public website, with more than 30,000 views annually; Commission on Science and Technology for Development website; ASYCUDA website, with more than 60,000 views annually; website on paragraph 166 of the Bangkok Plan of Action, with more than 95,000 views annually; and online platforms for innovation policy learning.

<sup>a</sup> UNCTAD proposes to merge items 23 and 24 starting in 2022, in order to consolidate the number of activities in the same area from 2022 onwards. The total revised number of events in 2022 is estimated at 300. From 2022 onwards, UNCTAD proposes that item 23 be called “TrainForTrade face-to-face and online training and capacity-building events for trade and development”.

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

**Objective**

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

**Strategy**

- 12.115 To contribute to the objective, the subprogramme will continue its research and technical cooperation activities to diversify the export and productive structures of the above-mentioned countries,

including through contributions to several reports of the Secretary-General to the General Assembly, including the reports on the implementation and follow-up of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024; the agreed outcome of the Fifth United Nations Conference on Least Developed Countries; and the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. The subprogramme will also continue to translate the policy guidance and recommendations emanating from research and analysis work into pragmatic and targeted technical cooperation programmes. In addition, the subprogramme will play an advocacy role in promoting consensus in the international development community regarding the policy measures that best address the development problems of the above groups of countries, including at the multilateral level, through the identification of new issues and approaches, training and capacity-building workshops, as well as greater interaction with research institutes in least developed countries and with development partners. The subprogramme will continue to strengthen efforts to provide domestic policy support and capacity-building to the targeted groups derived from its innovative research, advisory services and technical support. Through its research work, the subprogramme will also increase the availability of strategic policy-based options aimed at enhancing domestic productive capacities and facilitate their implementation through the development of demand-driven technical cooperation and programmatic support within its areas of expertise. Furthermore, the subprogramme will broaden its country-based technical support to include aspects such as national strategies for the development of productive capacities and structural transformation, rules of origin, enhanced market access and preference utilization, value addition in strategic products and geographical indications, which will help member States, in particular least developed countries and other groups of countries in special situations, to make progress towards the achievement of Sustainable Development Goals 9 and 17.

- 12.116 The subprogramme plans to support member States on issues related to COVID-19 by repurposing some of its planned research work to account for the socioeconomic impact of COVID-19 on economies in target countries in order to facilitate specific policy responses in the short, medium and long term. The subprogramme will also adapt its technical cooperation to account for pandemic-related domestic shocks with a view to supporting Governments in policy design and implementation. Where relevant, the subprogramme will adapt or expand its methodological approach to research and technical cooperation and will design and implement specific ad hoc surveys to evaluate the effects of COVID-19 in the respective groups of countries.
- 12.117 The above-mentioned work is expected to result in:
- (a) Greater structural transformation and inclusive growth in least developed countries and other groups of countries in special situations at the domestic level;
  - (b) Improved development policy formulation and implementation capacities.
- 12.118 The planned support on issues related to COVID-19 is expected to result in countries having greater capacities to develop and implement specific policy responses focusing on their productive capacities to account for current and future pandemic-related shocks, reduce exposure to external shocks and build resilience.

### **Programme performance in 2020**

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

#### **Safeguarding the graduation prospects of least developed countries despite the COVID-19 pandemic**

- 12.120 The countries that the Committee for Development Policy found to be pre-eligible for graduation from the least developed country category in 2018 have all experienced socioeconomic setbacks related directly to the COVID-19 pandemic and indirectly to the economic recession in developed

countries. The subprogramme updated the General Assembly-mandated vulnerability profiles to provide graduation-eligible least developed countries with a clear indication of how the current shock has affected their graduation prospects and their resilience-building and structural transformation efforts. The profiles were originally submitted to inform the 2018 recommendations of the Committee for Development Policy in relation to the least developed countries that met the graduation thresholds for the first time. As part of the continuous monitoring of those countries' performance, the profiles have been updated and will prove crucial in facilitating the Committee's decision on whether or not to confirm its 2018 graduation recommendations. In preparing the enhanced profiles, the subprogramme has leveraged use of the new UNCTAD productive capacities index to assess the relative strengths and weaknesses of eligible least developed countries with regard to addressing the identified challenges and impacts of the pandemic. In addition, two specific studies on the possible impact of the loss of trade preferences due to graduation and the related erosion of trade preferences have been carried out for Cambodia and Myanmar.

*Progress towards the attainment of the objective, and performance measure*

- 12.121 The above-mentioned work contributed to the objective, as demonstrated by the provision of enhanced vulnerability profiles to selected eligible least developed countries, as well as four specific impact studies on the socioeconomic effects of the pandemic in Angola, Bhutan, Timor-Leste and Vanuatu (table 12.18).

Table 12.18

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Three least developed country member States found eligible for graduation for the first time have their socioeconomic conditions and systemic trade and development vulnerabilities assessed and made available to the Committee for Development Policy in the form of country-specific vulnerability profiles	Least developed country member States found eligible for graduation have their socioeconomic conditions and vulnerabilities continuously monitored, utilizing a robust methodology and analytical framework	Least developed country member States found eligible for graduation have access to updated analysis of the effect of the pandemic on their economies and targeted policy guidance in the form of revised vulnerability profiles, which are made available to the Committee for Development Policy, along with country-specific impact studies

**Impact of COVID-19 on subprogramme delivery**

- 12.122 Owing to the impact of COVID-19 in 2020, the subprogramme postponed planned activities, including preparatory meetings in advance of the fifteenth session of UNCTAD, workshops on trade-related issues relevant to least developed countries, such as rules of origin, duty-free and quota-free market access and activities related to the Enhanced Integrated Framework, and capacity-building activities planned for several landlocked developing countries on fostering productive capacities and structural transformation. The subprogramme rescheduled planned face-to-face workshops, training and capacity-building activities in targeted countries, where possible, and leveraged available technical tools to continue to provide training and advisory services through digital platforms. Furthermore, the subprogramme changed its approach and modified activities under the United Nations Development Account project on services trade in Africa, implemented jointly with ECA, to include an analysis of the impact of the pandemic at the national and regional levels, focusing on specific services sectors and country case studies. These changes had an impact on the subprogramme's performance in 2020, as specified in result 2 below.
- 12.123 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objective, namely by

expanding its research focus and technical cooperation strategies. For example, *the Least Developed Countries Report 2020* included a new chapter in which the socioeconomic impact of the pandemic on the economies and societies of least developed countries was analysed and targeted policy recommendations were provided to those countries' policymakers. In addition, the subprogramme expanded business analysis of the impact of the pandemic on selected services value chains in Africa and further prepared an ad hoc assessment of Africa-specific development outcomes in relation to growth, food security, illicit financial flows and the achievement of the Sustainable Development Goals, as well as trade and fiscal revenue. The modified and new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

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

#### **Result 1: building productive capacities for economic transformation<sup>9</sup>**

##### **Programme performance in 2020**

- 12.125 The subprogramme has designed and developed a programmatic approach to structural transformation focused on benchmarking and building productive capacities in least developed countries, landlocked developing countries and other structurally weak and vulnerable economies, aimed at the diversification of their economies and their fuller participation in international trade. Through this work, the subprogramme, as encouraged by the Economic and Social Council in paragraph 6 of its resolution 2017/29, aims to measure progress in and identify obstacles to the development of productive capacities in targeted countries. The subprogramme has also enabled vulnerable countries to determine their starting and optimal positions with regard to the development of productive capacities so that they are able to identify the practical steps to be taken and the areas in which targeted policies are most needed. This work included the creation of a sound methodology to calculate the UNCTAD productive capacities index and the calculation of indices for least developed countries and landlocked developing countries. Furthermore, the subprogramme strengthened the institutional capacities of beneficiary countries to promote economic transformation and resilience-building efforts by training national statistical experts in the methodology for producing and analysing the productive capacities index. In addition, the subprogramme published a practical manual on how to build and utilize productive capacities in Africa and the least developed countries and produced topical reports on productive capacities for targeted countries. The index will be made publicly available to all member States and interested users, to track development progress and identify areas of comparative strengths and weaknesses in the development, maintenance and use of productive capacities. The ample evidence base provided by the index enables beneficiary Governments to design and implement more targeted policies to support productive capacity development and monitor progress towards these results.
- 12.126 The above-mentioned work contributed to building the capacity of national Governments in least developed countries and landlocked developing countries in Africa and Asia to understand the importance of productive capacities for structural transformation, apply the UNCTAD methodology for calculating the productive capacities index, evaluate the results of the index and design policies for addressing gaps in their productive capacities. Analysis based on the index has been incorporated into the revised vulnerability profiles for Bangladesh, Bhutan, the Lao People's Democratic Republic, Myanmar, Timor-Leste and Vanuatu, which exceeded the planned target of implementation of the productive capacity index by landlocked developing countries, reflected in the proposed programme budget for 2020, as it was extended to some non-landlocked least developed countries.

<sup>9</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

**Proposed programme plan for 2022**

12.127 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will train national policymakers, private sector actors and relevant civil society groups in the development challenges and vulnerabilities faced by beneficiary countries and in policy alternatives to build and strengthen productive capacities, applying the productive capacities index for national policy formulation and monitoring progress towards the achievement of structural transformation. The expected progress is presented in the performance measure below (see table 12.19).

Table 12.19  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Absence of benchmarking on productive capacities	Availability of a methodology for calculating a productive capacity index	Implementation of the UNCTAD productive capacities index, including through its inclusion in the vulnerability profiles of some landlocked developing countries and non-landlocked least developed countries	Productive capacity index calculated for all countries, realizing its policy relevance	Five beneficiary countries to design and implement policies for productive capacity development using the analysis in the productive capacities index and related technical assistance and advisory services

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

**Result 2: building economic resilience in the least developed countries<sup>10</sup>**

**Programme performance in 2020**

12.128 The subprogramme has continued to support least developed countries in their efforts to economically diversify their production structures in order to achieve graduation with momentum out of the least developed country category and enhance their regional and multilateral integration efforts, which has contributed to enhancing their understanding of their vulnerabilities and the need to diversify their economic structures in order to build resilience. This support included the subprogramme’s contribution to the diversification of the economy of Angola, through the implementation of the European Union-UNCTAD joint programme for Angola: Train for Trade II. That was achieved through targeted technical assistance and capacity-building activities aimed at strengthening entrepreneurial capacity and emerging economic activities in the green economy in the context of sustainable development and poverty eradication, and creative industries. Due to pandemic-related restrictions, the subprogramme participated in several virtual dissemination events and exchanges with the respective national resident coordinators, private sector actors and relevant government officials, including in Angola, Bangladesh, Haiti, the Lao People’s Democratic Republic and Myanmar.

12.129 The above-mentioned work contributed to enhancing awareness of the need for economic resilience in the least developed countries, but did not meet the planned target of 27 least developed countries

<sup>10</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

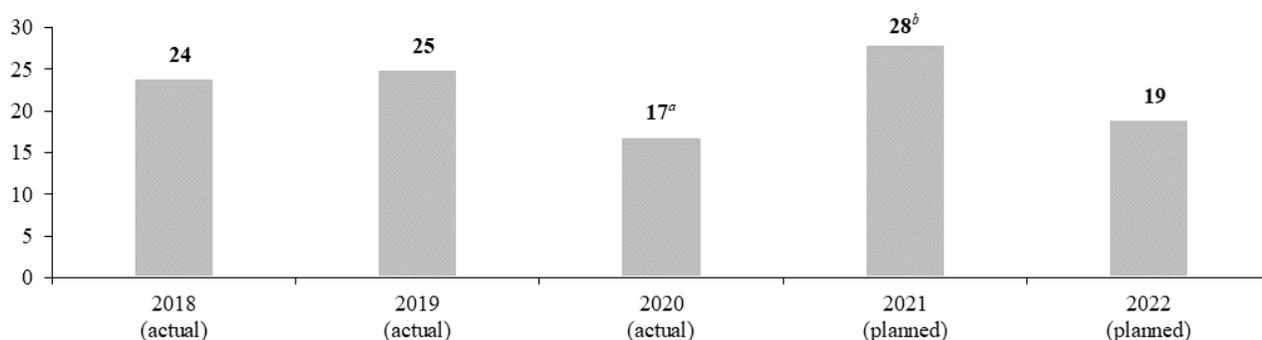
experiencing a reduction in their export concentration index, reflected in the proposed programme budget for 2021. The least developed countries have been adversely affected by pandemic-related shocks twice: first, directly through the impact on their medical systems and their capacity to respond to the immediate health crisis and, second, through related effects from reduced trade, falls in commodity prices (primarily oil), lockdown measures in developed and neighbouring countries, falling investment levels and reduced remittances. This has resulted in decreased economic output and activities, resulting in a reconcentration of exports, as well as greater unemployment and higher poverty rates.

### Proposed programme plan for 2022

- 12.130 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue its research and technical assistance work in least developed countries so that they can build resilience by diversifying their productive structures. The expected progress is presented in the performance measure below (see figure 12.V).

Figure 12.V

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



<sup>a</sup> The performance measure for 2020 is estimated, as actual data for 2020 was not available at the time of publication.

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

### Result 3: improved participation of African countries in regional and global value chains

#### Proposed programme plan for 2022

- 12.131 With adequate support to coordinate the implementation of the WTO Agreement on Trade Facilitation, African countries, and landlocked developing countries in particular, could enhance their integration into regional and global value chains and address the trade and development challenges they face. African countries, and landlocked developing countries in particular, struggle to put in place effective trade facilitation measures. These countries could significantly boost their exports and reduce bottlenecks affecting their regional and international trade exchanges through enhanced trade and transport logistics, lower non-tariff barriers and reduced delays and uncertainty along major corridors, including through their transit neighbours. Building on its expertise and long-standing technical assistance in the field of regional and multilateral trade negotiations, in particular in customs matters, as well as its expertise in transit, transport and trade facilitation negotiations in the context of the West Africa Trade Facilitation Programme, the subprogramme has been supporting the accrual of benefits for African least developed countries and landlocked developing countries arising from regional and global value chains, as well as supporting implementation of the African Continental Free Trade Area.

*Lessons learned and planned change*

12.132 The lesson for the subprogramme was that the coordination of transit strategies and the creation and implementation of an inter-State coordination mechanism across neighbouring countries are vital for the insertion of African countries into regional and global value chains, which contributes to their structural transformation. In applying the lesson, the subprogramme will enhance cooperation at the national level in beneficiary countries between the different government and other actors involved, including ministries of commerce, transport and planning, as well as chambers of commerce and other private sector actors (e.g., carriers and shippers). It will further facilitate regular exchanges among neighbouring countries on the above issues. An improvement in inter-State trade facilitation and transport logistics would help reduce border delays and uncertainties along the major corridors and could lead the beneficiary countries to boost their regional and international exports and better position themselves in regional and global value chains.

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

12.133 This work is expected to contribute to the objective, as demonstrated by an increase in inter-State trade in the three beneficiary countries (Benin, Burkina Faso and the Niger) as a result of increased dialogue between the members of the interministerial working group to formulate and implement a road map for a functional inter-State transit programme; as well as greater coordination of transport logistics within countries and implementation of a functional inter-State transit programme at the border, which will facilitate commercial exchanges and reduce the cost and time to trade (see table 12.20).

Table 12.20  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
–	Recognition by the ministries of commerce, transport and planning, chambers of commerce and private sector actors of the need for a transit and transport coordination mechanism due to UNCTAD raising awareness of the issue	Raising awareness among the beneficiary countries through the established interministerial working group to the benefits arising from implementation of the regional convention on transit (ECOWAS Convention relating to Inter-States Road Transit of Goods) and the WTO Agreement on Trade Facilitation	Inventory of existing protocols for inter-State road transit in Benin, Burkina Faso and the Niger and validation by the beneficiary countries, through the established interministerial working group, of a road map for a functional inter-State transit programme	Increase in inter-State trade between the three beneficiary countries (Benin, Burkina Faso and the Niger) resulting from UNCTAD policy guidance and advisory support made available for the coordinated implementation of inter-State transit and transport policies

## Legislative mandates

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

### General Assembly resolutions

67/221	Smooth transition for countries graduating from the list of least developed countries	74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
68/18	Graduation of countries from the least developed country category		
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
69/217	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	75/227	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

### Economic and Social Council resolutions

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

## Deliverables

12.135 Table 12.21 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.21

### Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>10</b>	<b>7</b>	<b>9</b>	<b>4</b>
1. Reports for the Economic and Social Council, including on vulnerability profiles	3	3	5	1
2. Report of and background documents for the fifteenth session of UNCTAD	2	1	–	–
3. Reports for the Trade and Development Board, including the overviews of the <i>Economic Development in Africa Report</i> , on UNCTAD-wide activities for least developed countries, UNCTAD-wide activities in support of small island developing States and landlocked developing countries, UNCTAD-wide activities in favour of Africa, indicators and benchmarks on productive capacity in landlocked developing countries and the implementation of the outcome of the second United Nations Conference on Landlocked Developing Countries	5	3	4	3

**Part IV International cooperation for development**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>31</b>	<b>16</b>	<b>8</b>	<b>9</b>
4. Meetings of the General Assembly and the Economic and Social Council and its Committee for Development Policy	2	2	1	2
5. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	22	7	–	–
6. Annual and executive sessions of the Trade and Development Board	5	5	5	5
7. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>4</b>	<b>4</b>	<b>7</b>
8. Projects on trade, transit and development to build national capacity	2	2	2	5
9. Projects on the Enhanced Integrated Framework	1	2	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>19</b>	<b>17</b>	<b>18</b>	<b>25</b>
10. Workshops on trade issues relevant to least developed countries, including on duty-free and quota-free market access, diagnostic trade integration study and post-diagnostic trade integration study and trade activities under the Enhanced Integrated Framework and structural transformation and progress towards post-least developing country status	14	13	14	14
11. Workshops on the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, issues of thematic or sectoral relevance to landlocked developing countries, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, the agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, and trade and poverty	3	2	3	9
12. Workshops on matters relevant to development in the least developed countries and in Africa	2	2	1	2
<b>Publications</b> (number of publications)	<b>9</b>	<b>8</b>	<b>10</b>	<b>12</b>
13. <i>The Least Developed Countries Report</i> and its overview	2	2	2	2
14. <i>Economic Development in Africa Report</i>	1	1	1	1
15. Report on building and measuring productive capacities	1	1	–	1
16. Report on enhancing coherence between trade and industrial strategies for poverty alleviation in Africa and a special issues paper on Africa	1	1	1	1
17. Research and analytical studies on duty-free and quota-free market access and rules of origin	1	1	1	1
18. Lessons learned on geographical indications and related analysis for least developed countries	1	1	2	1
19. Sectoral, statistical and thematic issues of interest for landlocked developing countries: policy implications for the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the Sustainable Development Goals	1	1	2	1
20. Challenges faced by least developed countries in terms of achieving the Sustainable Development Goals and actions to take in the context of the final appraisal of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020	1	–	1	–
21. Research papers on economic development issues in least developed countries and Africa	–	–	–	4
<b>Technical materials</b> (number of materials)	<b>4</b>	<b>4</b>	<b>6</b>	<b>8</b>
22. Research papers on trade and poverty	2	2	2	2

**Section 12 Trade and development**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
23. Research papers on trade and development in vulnerable economies, including small island developing States	2	2	2	4
24. Enhanced Integrated Framework-related publications, including on transit, transport and trade facilitation	–	–	2	2

**C. Substantive deliverables**

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

**D. Communication deliverables**

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

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

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

### Overview

12.136 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 12.22 to 12.24.

Table 12.22

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	63 551.0	68 687.2	–	–	(321.6)	(321.6)	(0.5)	68 365.6
Other staff costs	270.5	652.0	–	–	(29.0)	(29.0)	(4.4)	623.0
Hospitality	0.6	8.4	–	–	–	–	–	8.4
Consultants	615.0	350.1	–	–	–	–	–	350.1
Experts	10.2	237.4	–	–	–	–	–	237.4
Travel of representatives	3.6	177.6	–	–	(10.3)	(10.3)	(5.8)	167.3
Travel of staff	61.3	384.4	–	–	(6.4)	(6.4)	(1.7)	378.0
Contractual services	1 228.6	785.4	–	–	–	–	–	785.4
General operating expenses	1 512.8	1 745.7	–	–	(107.5)	(107.5)	(6.2)	1 638.2
Supplies and materials	118.5	308.9	–	–	–	–	–	308.9
Furniture and equipment	501.1	440.5	–	–	–	–	–	440.5
Other	1.3	–	–	–	–	–	–	–
<b>Total</b>	<b>67 874.4</b>	<b>73 777.6</b>	<b>–</b>	<b>–</b>	<b>(474.8)</b>	<b>(474.8)</b>	<b>(0.6)</b>	<b>73 302.8</b>

Table 12.23

#### Overall: proposed posts and post changes for 2022<sup>a</sup>

(Number of posts)

	Number	Details
Approved for 2021	379	1 USG, 1 ASG, 5 D-2, 20 D-1, 51 P-5, 64 P-4, 73 P-3, 32 P-2/1, 10 GS (PL), 122 GS (OL)
Reassignment	–	1 P-4 and 1 GS (OL) in subprogramme 4, 1 GS (OL) in subprogramme 5 and 1 P-4 in programme support
Proposed for 2022	379	1 USG, 1 ASG, 5 D-2, 20 D-1, 51 P-5, 64 P-4, 73 P-3, 32 P-2/1, 10 GS (PL), 122 GS (OL)

<sup>a</sup> More information on post changes is reflected in annex II.

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

Table 12.24  
**Overall: proposed posts by category and grade<sup>a</sup>**

(Number of posts)

Category and grade	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other		
<b>Professional and higher</b>						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	5	–	–	–	–	5
D-1	20	–	–	–	–	20
P-5	51	–	–	–	–	51
P-4	64	–	–	–	–	64
P-3	73	–	–	–	–	73
P-2/1	32	–	–	–	–	32
<b>Subtotal</b>	<b>247</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>247</b>
<b>General Service and related</b>						
GS (PL)	10	–	–	–	–	10
GS (OL)	122	–	–	–	–	122
<b>Subtotal</b>	<b>132</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>132</b>
<b>Total</b>	<b>379</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>379</b>

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

12.137 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 12.25 to 12.27 and figure 12.VI.

12.138 As reflected in tables 12.25 (1) and 12.26 (1), the overall resources proposed for 2022 amount to \$73,302,800 before recosting, reflecting a net decrease of \$474,800 (0.6 per cent) compared with the appropriation for 2021. Resource changes result from one factor, namely, other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

**Part IV International cooperation for development**

Table 12.25

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
A. Policymaking organs	69.6	192.7	–	–	(10.3)	(10.3)	(5.3)	182.4
B. Executive direction and management	5 882.2	5 539.5	–	–	–	–	–	5 539.5
C. Programme of work								
1. Globalization, interdependence and development	10 159.5	11 702.5	–	–	(25.2)	(25.2)	(0.2)	11 677.3
2. Investment and enterprise	12 097.3	13 786.5	–	–	–	–	–	13 786.5
3. International trade and commodities	13 619.3	15 252.2	–	–	(3.8)	(3.8)	(0.0)	15 248.4
4. Technology and logistics	9 154.2	8 880.8	–	–	(161.6)	(161.6)	(1.8)	8 719.2
5. Africa, least developed countries and special programmes	4 388.3	5 172.4	–	–	(69.6)	(69.6)	(1.3)	5 102.8
<b>Subtotal, C</b>	<b>49 418.6</b>	<b>54 794.4</b>	<b>–</b>	<b>–</b>	<b>(260.2)</b>	<b>(260.2)</b>	<b>(0.5)</b>	<b>54 534.2</b>
D. Programme support	12 504.1	13 251.0	–	–	(204.3)	(204.3)	(1.5)	13 046.7
<b>Subtotal, 1</b>	<b>67 874.4</b>	<b>73 777.6</b>	<b>–</b>	<b>–</b>	<b>(474.8)</b>	<b>(474.8)</b>	<b>(0.6)</b>	<b>73 302.8</b>

(2) *Extrabudgetary*

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	–	–	–	–	–
C. Programme of work					
1. Globalization, interdependence and development	4 490.6	5 013.0	–	–	5 013.0
2. Investment and enterprise	3 503.0	3 838.5	–	–	3 838.5
3. International trade and commodities	2 248.8	2 493.2	–	–	2 493.2
4. Technology and logistics	19 963.7	24 269.4	–	–	24 269.4
5. Africa, least developed countries and special programmes	916.6	1 077.7	–	–	1 077.7
<b>Subtotal, C</b>	<b>31 122.7</b>	<b>36 691.8</b>	<b>–</b>	<b>–</b>	<b>36 691.8</b>
D. Programme support	4 746.5	4 459.8	–	–	4 459.8
<b>Subtotal, 2</b>	<b>35 869.2</b>	<b>41 151.5</b>	<b>–</b>	<b>–</b>	<b>41 151.5</b>
<b>Total</b>	<b>103 743.6</b>	<b>114 929.1</b>	<b>(474.8)</b>	<b>(0.4)</b>	<b>114 454.3</b>

**Section 12 Trade and development**

Table 12.26

**Overall: proposed posts for 2022 by source of funding, component and subprogramme**

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	30	–	–	–	–	30
C. Programme of work						
1. Globalization, interdependence and development	62	–	–	–	–	62
2. Investment and enterprise	75	–	–	–	–	75
3. International trade and commodities	82	–	–	–	–	82
4. Technology and logistics	49	–	–	–	–	49
5. Africa, least developed countries and special programmes	26	–	–	–	–	26
<b>Subtotal, C</b>	<b>294</b>	–	–	–	–	<b>294</b>
D. Programme support	55	–	–	–	–	55
<b>Subtotal, 1</b>	<b>379</b>	–	–	–	–	<b>379</b>

(2) *Extrabudgetary*

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Globalization, interdependence and development	–	–	–
2. Investment and enterprise	–	–	–
3. International trade and commodities	–	–	–
4. Technology and logistics	2	–	2
5. Africa, least developed countries and special programmes	–	–	–
<b>Subtotal, C</b>	<b>2</b>	–	<b>2</b>
D. Programme support	13	–	13
<b>Subtotal, 2</b>	<b>15</b>	–	<b>15</b>
<b>Total</b>	<b>394</b>	–	<b>394</b>

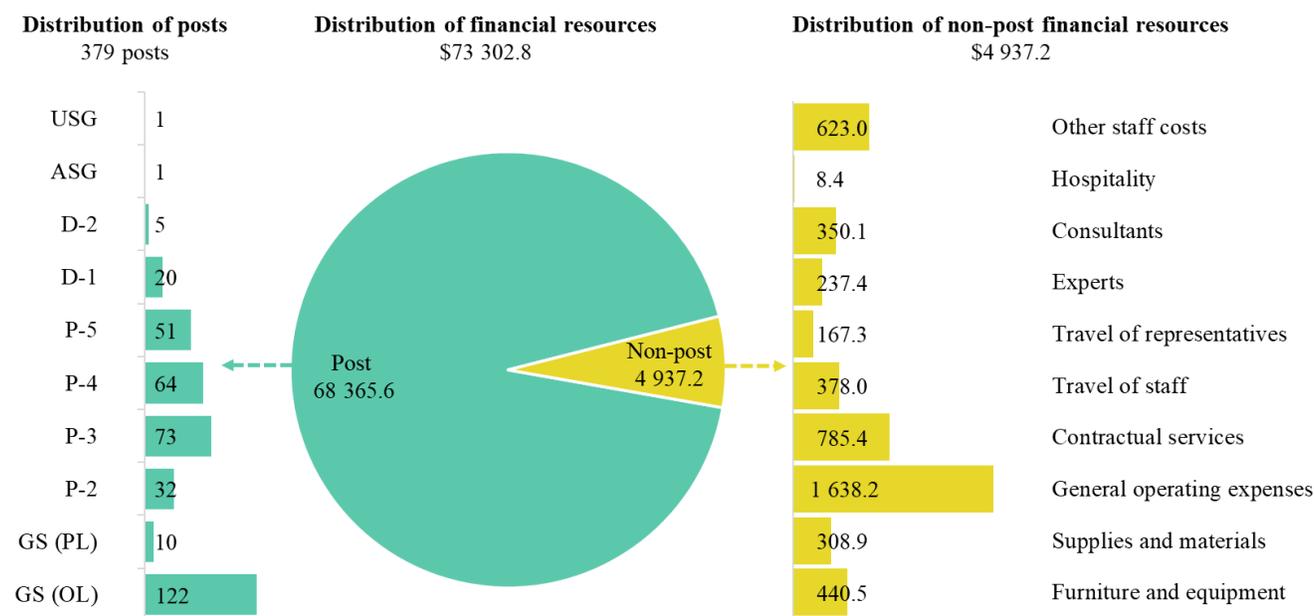
Table 12.27  
**Overall: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
<b>Financial resources by main category of expenditure</b>								
Post	63 551.0	68 687.2	–	–	(321.6)	(321.6)	(0.5)	68 365.6
Non-post	4 323.4	5 090.4	–	–	(153.2)	(153.2)	(3.0)	4 937.2
<b>Total</b>	<b>67 874.4</b>	<b>73 777.6</b>	<b>–</b>	<b>–</b>	<b>(474.8)</b>	<b>(474.8)</b>	<b>(0.6)</b>	<b>73 302.8</b>
<b>Post resources by category</b>								
Professional and higher		247	–	–	–	–	–	247
General Service and related		132	–	–	–	–	–	132
<b>Total</b>		<b>379</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>379</b>

Figure 12.VI  
**Distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor, component and subprogramme

### Overall resource changes

#### Other changes

- 12.139 As reflected in table 12.25 (1), resource changes reflect a net decrease of \$474,800 as follows:
- (a) **Policymaking organs.** The decrease of \$10,300 under travel of representatives mainly reflects the continued implementation of “build back better” practices, with increased usage of virtual teleconferencing facilities in lieu of in-person attendance at conferences and meetings.
  - (b) **Subprogramme 1, Globalization, interdependence and development.** The decrease of \$25,200 under general operating expenses reflects the proposed outward redeployment of requirements related to data processing and office automation to the programme support component. The proposed redeployment will allow centralized planning and management of the general operating expenses requirements of UNCTAD under the programme support component.
  - (c) **Subprogramme 3, International trade and commodities.** The decrease of \$3,800 under travel of staff reflects increased use of virtual teleconferencing in lieu of in-person attendance at events and meetings.
  - (d) **Subprogramme 4, Technology and logistics.** The net decrease of \$161,600 relates to:
    - (i) A decrease of \$160,800 in post resources, reflecting the proposed reassignment of one Programme Management Officer (P-4) as an Economic Affairs Officer and one Staff Assistant (General Service (Other level)) as a Statistics Assistant. Both posts are subject to a 50 per cent vacancy rate in accordance with the established practice. The reassignment to Economic Affairs Officer is proposed in order to strengthen the subprogramme’s economic research and analysis capacity; and the reassignment to Statistics Assistant is proposed in order to increase the capacity of the subprogramme’s new Working Group on Measuring E-commerce and the Digital Economy;
    - (ii) A decrease of \$800 under travel of staff, reflecting the increased use of virtual teleconferencing in lieu of in-person attendance at events and meetings.
  - (e) **Subprogramme 5, Africa, least developed countries and special programmes.** The decrease of \$69,600 in post resources reflects the proposed reassignment of one Research Assistant (General Service (Other level)) as a Staff Assistant. The post is subject to a 50 per cent vacancy rate in accordance with the established practice. The reassignment is proposed in order to address the subprogramme’s need for a Staff Assistant to support the daily work of the director and the Front Office. It would also improve the efficiency of the subprogramme’s liaison and communication with other subprogrammes and external stakeholders.
  - (f) **Programme support.** The net decrease of \$204,300 relates to:
    - (i) A decrease of \$91,200 in post resources, reflecting the proposed reassignment of one Public Information Officer (P-4) as an Intergovernmental Affairs Officer. The post is subject to a 50 per cent vacancy rate in accordance with the established practice. The reassignment is proposed in order to realign the post functions with the nature of the services provided by the Intergovernmental Support Service;
    - (ii) A net decrease of \$113,100 in non-post resources, mainly reflecting “build back better” practices, mostly under other staff costs and general operating expenses. The reduced requirements also reflect the digitalization efforts and flexible working arrangements of UNCTAD. The implementation of these practices, which emerged in 2020 during the pandemic, is expected to be extended into 2022 and beyond. The changes relating to the “build back better” practices include decreased requirements under other staff costs (\$29,000) to take into account lower general temporary assistance and overtime requirements due to more efficient use of human resources through flexible working

arrangements; travel of staff (\$1,800) to take into account increased use of virtual teleconferencing in lieu of in-person attendance at events; and general operating expenses (\$82,300), mainly due to lower anticipated utilization of mobile and landline communication and reduced maintenance of furniture and equipment, offset in part by inward redeployment of requirements for data processing and office automation from subprogramme 1, Globalization, interdependence and development.

### **Extrabudgetary resources**

- 12.140 As reflected in tables 12.25 (2) and 12.26 (2), UNCTAD expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2022, extrabudgetary resources are estimated at \$41,151,500 and would provide for 15 posts, as presented in table 12.26 (2). Under subprogramme 1, Globalization, interdependence and development, the resources would be used mainly to carry out various technical cooperation and capacity-building activities, training, workshops and seminars in the field at the request of member States. Additionally, under subprogramme 2, Investment and enterprise, extrabudgetary resources are anticipated to facilitate technical cooperation projects to build and strengthen the human and institutional capacity of developing countries in the areas of promotion of investment for sustainable development and enterprise development. Under subprogramme 3, International trade and commodities, the extrabudgetary resources are planned to be used for technical cooperation and capacity-building projects in various areas, including trade negotiations and commercial diplomacy, trade, environment, climate change and sustainable development, competition and consumer policies, and trade analysis. Under subprogramme 4, Technology and logistics, the extrabudgetary resources are planned to be used for capacity-building in the areas of automation of customs and other trade-related processes and on key issues on the international economic agenda. Under subprogramme 5, Africa, least developed countries and special programmes, the extrabudgetary resources are planned to be used in building the productive capacities of least developed countries and African countries so that they can diversify their economies and build and strengthen their human and institutional capacity. Under the programme support component, the extrabudgetary resources would be mainly used to provide administrative support related to the subprogrammes' extrabudgetary activities. Extrabudgetary resources represent 36.0 per cent of the total resources for this section.
- 12.141 The authority to oversee the use of extrabudgetary resources rests with UNCTAD, which has delegated authority from the Secretary-General.

### **Policymaking organs**

- 12.142 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes, the servicing of which is the responsibility of UNCTAD. The provisions for experts serving on committees in their individual capacity are in accordance with Assembly resolution [46/235](#), while the provisions for members of the functional commissions are in accordance with Assembly resolution [49/130](#). Table 12.28 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

**Section 12 Trade and development**

**Table 12.28  
Policymaking organs**

(Thousands of United States dollars)

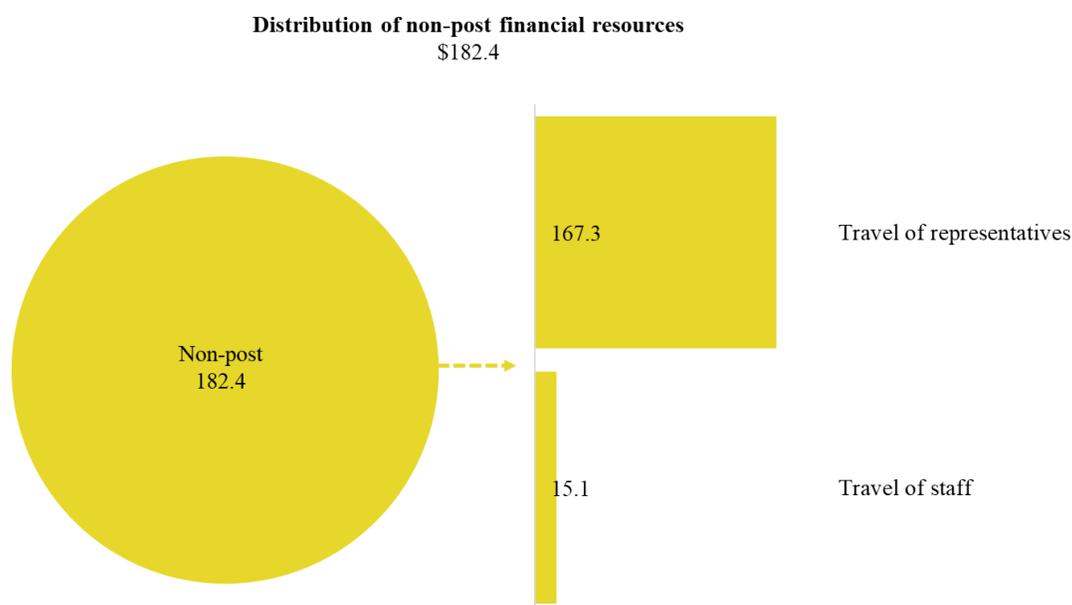
<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
Commission on Science and Technology for Development	Established by General Assembly resolution <a href="#">46/235</a> , the intergovernmental Commission on Science and Technology for Development provides overall direction to the related programme of work. Pursuant to Economic and Social Council resolutions 2002/37 and 2006/46, the Commission, composed of 43 members, meets on an annual basis and reports to the Council. In accordance with Council resolution 1993/75, the Commission receives specialized and technical advice from ad hoc panels and workshops that meet between sessions of the Commission to examine specific issues on science and technology for development. The UNCTAD secretariat provides substantive support to the Commission. As requested by the General Assembly in its resolution <a href="#">70/125</a> , the Chair of the Commission established the Working Group on Enhanced Cooperation to deal with public policy issues pertaining to the Internet.	Mandate: General Assembly resolution <a href="#">46/235</a> Membership: 43 government experts One session per year One intersessional panel per year	142.0	138.0
Investment, Enterprise and Development Commission	The Investment, Enterprise and Development Commission has the mandate of dealing with issues related to investment, technology and related financial issues, as well as enterprise and information and communications technology issues. The Commission is assisted by 16 expert advisers, serving in their individual capacity and selected from both developed and developing countries. The Commission has a standing subsidiary expert body, namely, the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting.	Mandate: General Assembly resolution <a href="#">49/130</a> <a href="#">TD/442</a> , <a href="#">TD/442/Corr.1</a> and <a href="#">TD/442/Corr.2</a> (Accra Accord), para. 202 Membership: 16 experts (the Commission is open to all States members of UNCTAD) One session per year	35.6	29.4
Quadrennial session of UNCTAD	In accordance with paragraph 2 of its resolution <a href="#">1995 (XIX)</a> , the General Assembly determines the dates and the location of the sessions of UNCTAD, taking into account the recommendations of the Conference or the Trade and Development Board. The fifteenth session of the Conference will be held in 2021. There will be consultations with member States on issues and mandates after the session.	Mandate: General Assembly resolution <a href="#">1995 (XIX)</a> , para. 2 Held every four years	15.1	15.0
<b>Total</b>			<b>192.7</b>	<b>182.4</b>

12.143 The proposed regular budget resources for 2022 amount to \$182,400 and reflect a decrease of \$10,300 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 12.139 (a). Additional details on the distribution of resources in 2022 are reflected in table 12.29 and figure 12.VII.

Table 12.29  
**Policymaking organs: evolution of financial resources**  
 (Thousands of United States dollars)

	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Non-post	69.6	192.7	–	–	(10.3)	(10.3)	(5.3)	182.4	
<b>Total</b>	<b>69.6</b>	<b>192.7</b>			<b>(10.3)</b>	<b>(10.3)</b>	<b>(5.3)</b>	<b>(182.4)</b>	

Figure 12.VII  
**Policymaking organs: distribution of proposed resources for 2022 (before recosting)**  
 (Thousands of United States dollars)



### Executive direction and management

- 12.144 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 strategic, programmatic and managerial aspects, including promoting strategic integration, 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.
- 12.145 The Office of the Secretary-General of UNCTAD assists the Secretary-General and the Deputy Secretary-General in discharging the above-mentioned responsibilities, including policy clearance of all documents and publications issued by UNCTAD, policy planning and coordination of intergovernmental and expert meetings, programme and project clearance by the internal programme review function, technical cooperation activities, evaluation and external relations and communications.
- 12.146 The Office of the Secretary-General of UNCTAD also coordinates cross-cutting institutional processes, such as the systematic inclusion of gender equality aspects in all areas of the work of UNCTAD and reaching gender parity in staff. To that end, the Office of the Secretary-General is

coordinating the Gender Task Force, which is chaired by the Deputy Secretary-General of UNCTAD and is mandated to improve and better coordinate gender mainstreaming activities, including by appointing, for each UNCTAD subprogramme, gender focal points whose responsibilities include reviewing and clearing trust fund project documents from a gender mainstreaming perspective. In the same context, the Statistics Coordination Task Force, chaired by the Deputy Secretary-General of UNCTAD, which has the mandate to improve the coordination of statistical activities in UNCTAD and to exploit synergies, sets strategic priorities for UNCTAD statistics and coordinates statistical activities, including production, dissemination and capacity development.

- 12.147 The Communications and External Relations Section is charged with the planning and delivery of UNCTAD media outreach and external relations activities, web content management, civil society liaison and implementation of the communications strategy. The work of the Section is undertaken in an integrated and mutually reinforcing manner. The main activities in the area of communications and information include the production and dissemination of information and media products targeted to specific audiences. With regard to web content management, the Section is responsible for the effective and timely maintenance and operational monitoring of the content on the UNCTAD multilingual website and the implementation of the UNCTAD web strategy. With regard to civil society outreach, the Section works on promoting cooperation and working relationships with civil society organizations, including NGOs, trade unions, academia and intergovernmental organizations, and carrying out fundraising and intergovernmental liaison activities in respect of civil society work.
- 12.148 The Evaluation Unit coordinates and conducts evaluation activities that serve to ensure and enhance the quality and resonance of UNCTAD programmes and projects, by providing internal oversight, including oversight and management of external evaluations mandated by the Trade and Development Board, oversight and management of project evaluations funded by the United Nations Development Account and external evaluations required by contribution agreements. The Unit promotes an evaluation culture through organizational evaluation frameworks and guidelines in line with best practices and innovative approaches and provides strategic support and advice to the management on oversight, self-assessments and self-evaluations.
- 12.149 The Technical Cooperation Section is responsible for ensuring the overall coherence of the UNCTAD technical cooperation activities and the implementation of the technical cooperation strategy and project preparation and implementation. The Section ensures the effective integration of analytical work with technical cooperation and coordinates technical cooperation activities, including those carried out in partnership with other agencies, in particular, members of the Inter-Agency Cluster on Trade and Productive Capacity, which is led by UNCTAD.
- 12.150 The UNCTAD New York Office works on enhancing outreach and promotes UNCTAD objectives at United Nations Headquarters and with relevant actors based in New York and Washington D.C., including enhancing coordination with all United Nations system entities, funds and specialized programmes, diplomatic missions, the press corps, research and non-governmental organizations and technical assistance agencies in the areas of trade, investment, technology and development.
- 12.151 The UNCTAD Regional Office for Africa, in Addis Ababa, provides substantive support, technical expertise and advisory services to member States, regional organizations and regional economic communities in Africa. Substantive backstopping of the Office is provided by resources under the various subprogrammes, supplemented by interregional advisory services.
- 12.152 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UNCTAD is integrating environmental management practices into its operations. As part of its commitment, UNCTAD will continue to reduce its carbon footprint by substituting air travel through the use of information and communications tools whenever possible. As a non-resident entity housed within the premises of the United Nations Office at Geneva, the UNCTAD carbon footprint comprises exclusively air travel-related emissions. Moreover, UNCTAD will continue to offset its carbon footprint to remain a carbon-neutral operation.

**Part IV International cooperation for development**

12.153 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 12.30. The reduction in the advance air ticket compliance rate in 2020 is mainly attributed to the travel restrictions and uncertainties arising as a result of the COVID-19 pandemic. However, UNCTAD has made efforts to increase the compliance rate, including by monitoring advance ticket purchase compliance in the Management Information System (UNCTAD management dashboard) and reporting to senior management once a month. A new online portal (Mission Travel Portal) for staff members to clear their travel requests with senior management before initiating travel requests in Umoja has also been introduced. The portal identifies requests that are not compliant with the advance air ticket purchase policy and sends automated warnings to senior managers. In addition, UNCTAD has continued to make efforts to raise awareness among staff members and encourage early planning of meetings and conferences, whenever possible.

Table 12.30  
**Compliance rate**  
(Percentage)

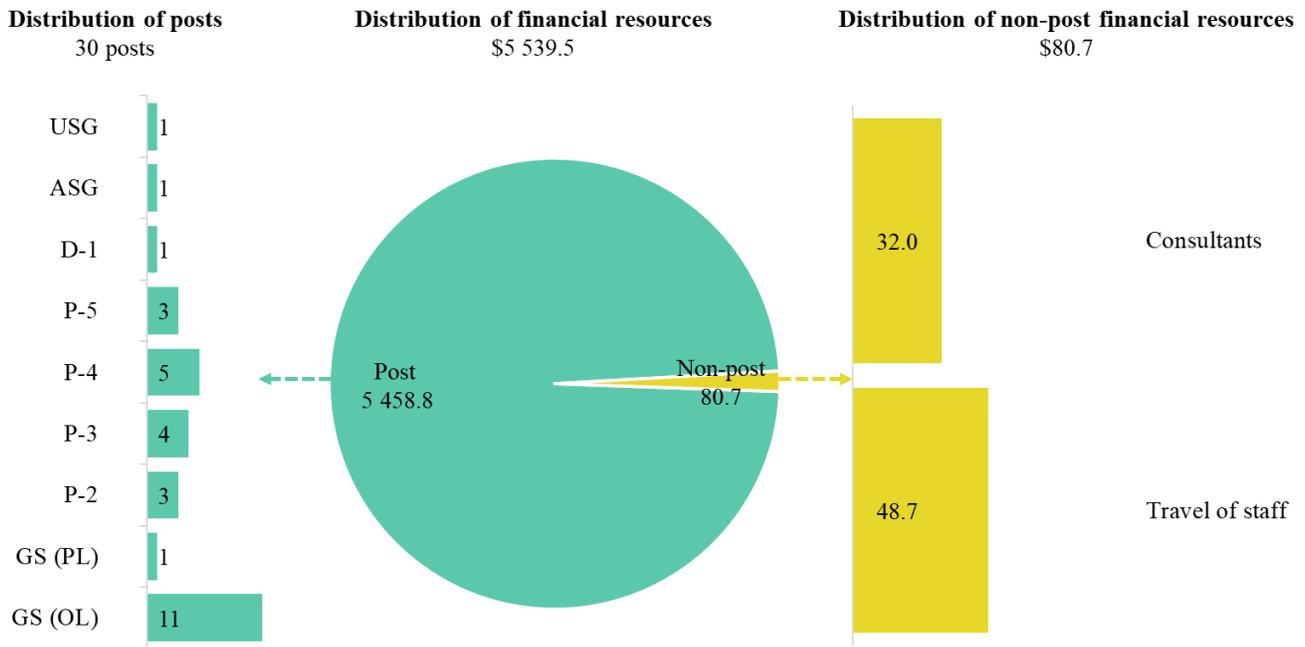
	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	55	44	100	100

12.154 The proposed regular budget resources for 2022 amount to \$5,539,500 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 12.31 and figure 12.VIII.

Table 12.31  
**Executive direction and management: evolution of financial and post resources**  
(Thousands of United States dollars/number of posts)

	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>					<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
<b>Financial resources by main category of expenditure</b>								
Post	5 845.6	5 458.8	–	–	–	–	–	5 458.8
Non-post	36.7	80.7	–	–	–	–	–	80.7
<b>Total</b>	<b>5 882.2</b>	<b>5 539.5</b>	–	–	–	–	–	<b>5 539.5</b>
<b>Post resources by category</b>								
Professional and higher		18	–	–	–	–	–	18
General Service and related		12	–	–	–	–	–	12
<b>Total</b>		<b>30</b>	–	–	–	–	–	<b>30</b>

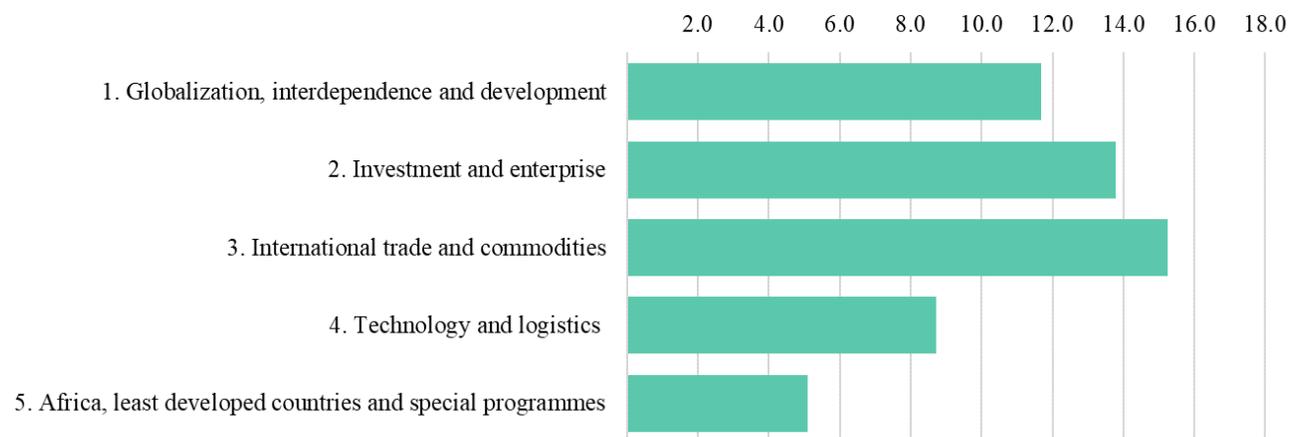
Figure 12.VIII  
**Executive direction and management: distribution of proposed resources for 2022 (before recosting)**  
 (Number of posts/thousands of United States dollars)



**Programme of work**

12.155 The proposed regular budget resources for 2022 amount to \$54,534,200 and reflect a decrease of \$260,200 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 12.139. The distribution of resources by subprogramme is reflected in figure 12.IX.

Figure 12.IX  
**Distribution of proposed resources for 2022 by subprogramme**  
 (Millions of United States dollars)



### Subprogramme 1 Globalization, interdependence and development

12.156 The proposed regular budget resources for 2022 amount to \$11,677,300, and reflect a decrease of \$25,200 compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 12.32 and figure 12.X.

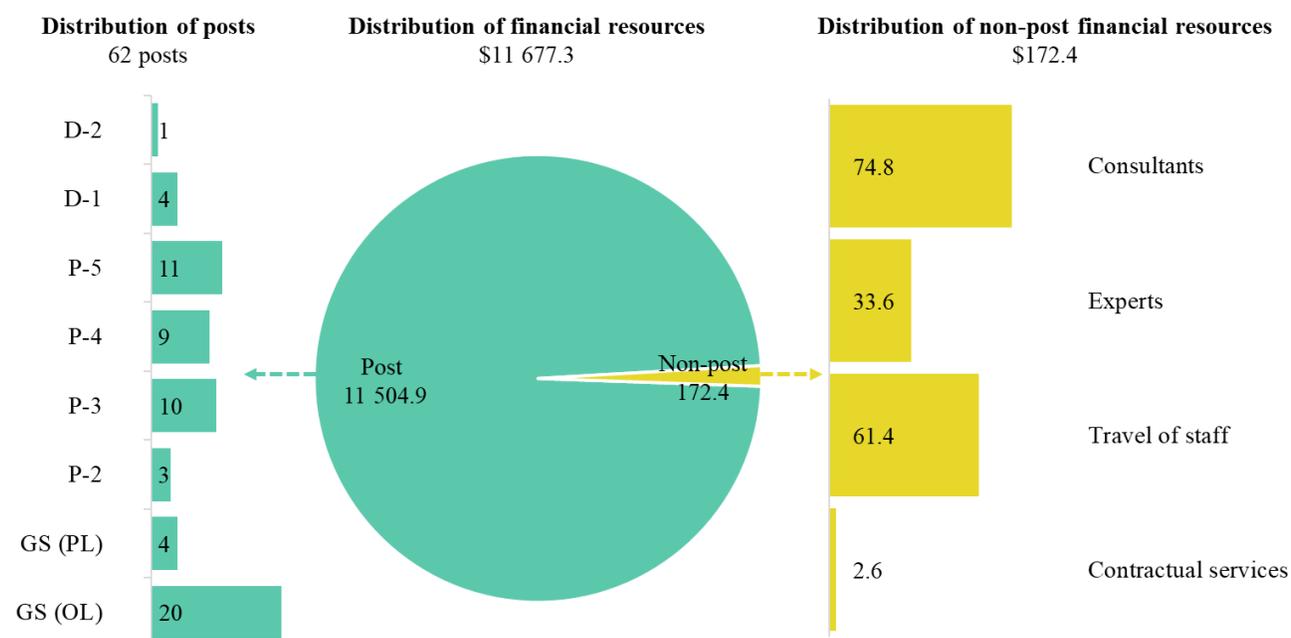
Table 12.32  
**Subprogramme 1: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>								
Post	10 011.5	11 504.9	–	–	–	–	–	11 504.9
Non-post	148.0	197.6	–	–	(25.2)	(25.2)	(12.8)	172.4
<b>Total</b>	<b>10 159.5</b>	<b>11 702.5</b>	<b>–</b>	<b>–</b>	<b>(25.2)</b>	<b>(25.2)</b>	<b>(0.2)</b>	<b>11 677.3</b>
<b>Post resources by category</b>								
Professional and higher		38	–	–	–	–	–	38
General Service and related		24	–	–	–	–	–	24
<b>Total</b>		<b>62</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>62</b>

Figure 12.X  
**Subprogramme 1: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 12.157 Extrabudgetary resources for the subprogramme are estimated at \$5,013,000 and would provide for non-post resources. The resources would help the subprogramme to disseminate its research findings to policymakers and enable them to benefit from its analysis and policy recommendations. One area of action is to mobilize resources with the aim of increasing national and regional capacities in Asia to formulate and implement policies to finance the Sustainable Development Goals during the COVID-19 pandemic and beyond. Another area of action is to improve the statistical capacity of the member countries of the West African Economic and Monetary Union to establish a harmonized mechanism for data collection, treatment and dissemination of statistics related to the import and export of services. A third area of action is to strengthen the statistical capacity of African Governments and other stakeholders to define, measure and disseminate statistics on illicit financial flows related to tax and commercial activities. A fourth area of action is to assess the economic development prospects of the Occupied Palestinian Territory and examine obstacles to trade and development, with a view to alleviating the adverse economic and social conditions imposed on the Palestinian people. The resources would also enable the provision of technical assistance to developing countries for the strengthening of the capacity of Governments to manage their debt effectively and sustainably in support of poverty reduction, development, transparency and good governance. Accordingly, they will contribute to the achievement of Goal 1 and target 17.4 of the Sustainable Development Goals. The main expected result is an improvement in countries' capacity to record, process, monitor, report, analyse and disseminate data on their public debt to ensure that it remains within sustainable levels. The estimated resource level for 2022 reflects no change compared with the estimate for 2021.

## Subprogramme 2

### Investment and enterprise

- 12.158 The proposed regular budget resources for 2022 amount to \$13,786,500 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 12.33 and figure 12.XI.

Table 12.33

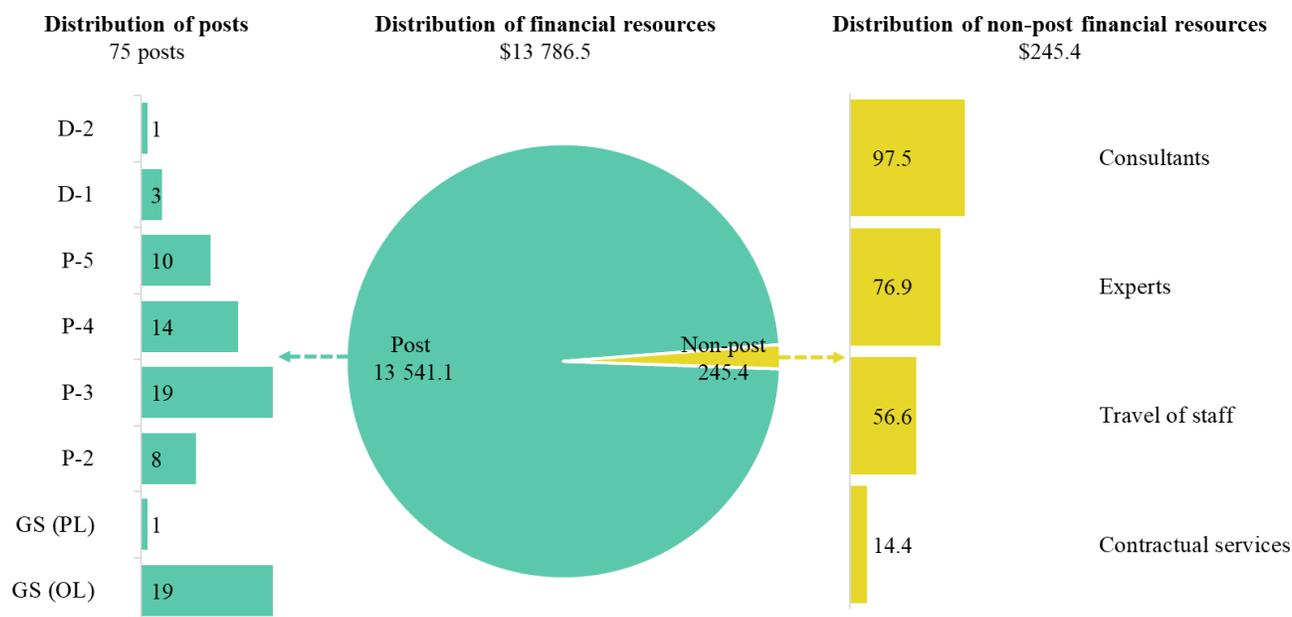
**Subprogramme 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>								
Post	11 822.4	13 541.1	–	–	–	–	–	13 541.1
Non-post	274.9	245.4	–	–	–	–	–	245.4
<b>Total</b>	<b>12 097.3</b>	<b>13 786.5</b>	–	–	–	–	–	<b>13 786.5</b>
<b>Post resources by category</b>								
Professional and higher		55	–	–	–	–	–	55
General Service and related		20	–	–	–	–	–	20
<b>Total</b>		<b>75</b>	–	–	–	–	–	<b>75</b>

Figure 12.XI  
**Subprogramme 2: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



### Extrabudgetary resources

12.159 Extrabudgetary resources for the subprogramme are estimated at \$3,838,500 and would provide for non-post resources. The resources would be used mainly to provide technical cooperation projects to build and strengthen the human and institutional capacity of developing countries, in particular the most vulnerable economies, to formulate policies conducive to promoting investment for sustainable development, as well as to fostering the development of their private sector, in line with national development strategies that stimulate progress towards the Sustainable Development Goals. The subprogramme offers a comprehensive and consistent package of assistance that includes the provision of information on investment flows and policy trends for policy decisions and policy options; tailored diagnostic processes and targeted ad hoc technical advisory services; and training activities, exchanges of best practices and lessons learned, and interaction with stakeholders (including high-level policymakers) at the national, regional and international levels. Key services include the review of countries' investment policies, international investment agreements, business facilitation, including through the development of e-platforms, and promotion of enterprise development and entrepreneurship, including through the EMPRETEC programme. The estimated resource level for 2022 reflects no change compared with the estimate for 2021.

### Subprogramme 3 International trade and commodities

12.160 The proposed regular budget resources for 2022 amount to \$15,248,400 and reflect a decrease of \$3,800 compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 12.34 and figure 12.XII.

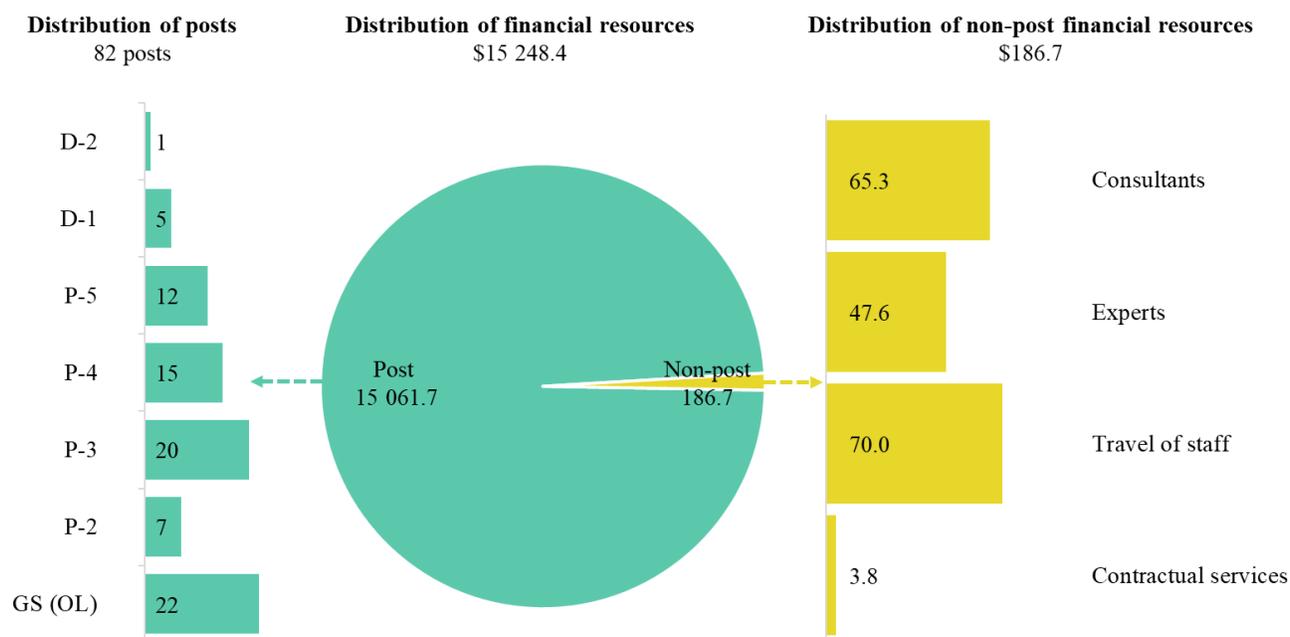
Table 12.34  
**Subprogramme 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
<b>Financial resources by main category of expenditure</b>								
Post	13 514.4	15 061.7	–	–	–	–	–	15 061.7
Non-post	104.9	190.5	–	–	(3.8)	(3.8)	(2.0)	186.7
<b>Total</b>	<b>13 619.3</b>	<b>15 252.2</b>	<b>–</b>	<b>–</b>	<b>(3.8)</b>	<b>(3.8)</b>	<b>(0.0)</b>	<b>15 248.4</b>
<b>Post resources by category</b>								
Professional and higher		60	–	–	–	–	–	60
General Service and related		22	–	–	–	–	–	22
<b>Total</b>		<b>82</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>82</b>

Figure 12.XII  
**Subprogramme 3: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

12.161 Extrabudgetary resources for the subprogramme are estimated at \$2,493,200 and would provide for non-post resources. The resources would be used mainly to provide technical cooperation and capacity-building projects to requesting countries in the areas of trade negotiations and commercial diplomacy, trade, environment, climate change and sustainable development, competition and consumer policies, and trade analysis. One example is the implementation of mandated activities in sustainable trade and the environment to strengthen the capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development strategies with

the aim of stimulating economic diversification, creating jobs, raising income levels, fostering environmental protection, conserving biodiversity resources and thereby improving living standards. The estimated resource level for 2022 reflects no change compared with the estimate for 2021.

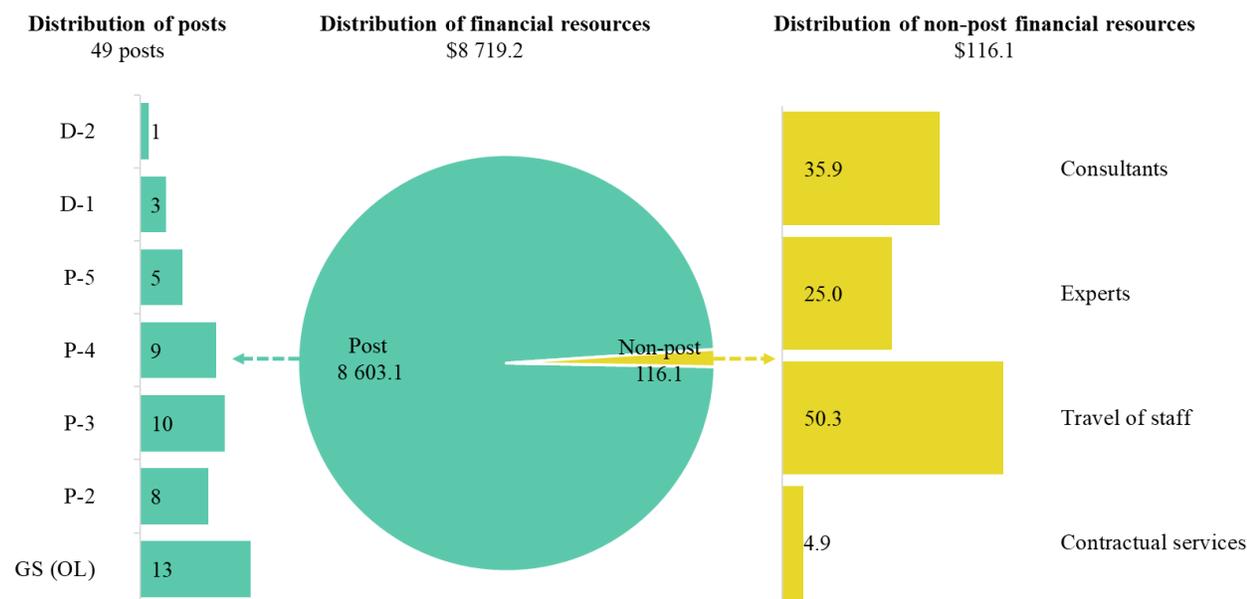
### Subprogramme 4 Technology and logistics

12.162 The proposed regular budget resources for 2022 amount to \$8,719,200 and reflect a decrease of \$161,600 compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 12.35 and figure 12.XIII.

Table 12.35  
**Subprogramme 4: evolution of financial and post resources**  
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
<b>Financial resources by main category of expenditure</b>								
Post	8 987.1	8 763.9	–	–	(160.8)	(160.8)	(1.8)	8 603.1
Non-post	167.1	116.9	–	–	(0.8)	(0.8)	(0.7)	116.1
<b>Total</b>	<b>9 154.2</b>	<b>8 880.8</b>	<b>–</b>	<b>–</b>	<b>(161.6)</b>	<b>(161.6)</b>	<b>(1.8)</b>	<b>8 719.2</b>
<b>Post resources by category</b>								
Professional and higher		36	–	–	–	–	–	36
General Service and related		13	–	–	–	–	–	13
<b>Total</b>		<b>49</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>49</b>

Figure 12.XIII  
**Subprogramme 4: distribution of proposed resources for 2022 (before recosting)**  
(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 12.163 Extrabudgetary resources for the subprogramme are estimated at \$24,269,400 and would provide for two posts (1 D-1 and 1 P-4), as well as non-post resources. The resources would be used mainly to provide capacity-building to enable beneficiary countries to better harness technology and logistics for trade and development. Key technical assistance services provided by the subprogramme include the automation of customs and other trade-related processes through ASYCUDA, capacity-building in e-commerce, science, technology and innovation policies, trade facilitation, transport, port management and other training courses for experts on key issues on the international economic agenda. The estimated resource level for 2022 reflects no change compared with the estimate for 2021.

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

- 12.164 The proposed regular budget resources for 2022 amount to \$5,102,800 and reflect a decrease of \$69,600 compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 12.36 and figure 12.XIV.

Table 12.36

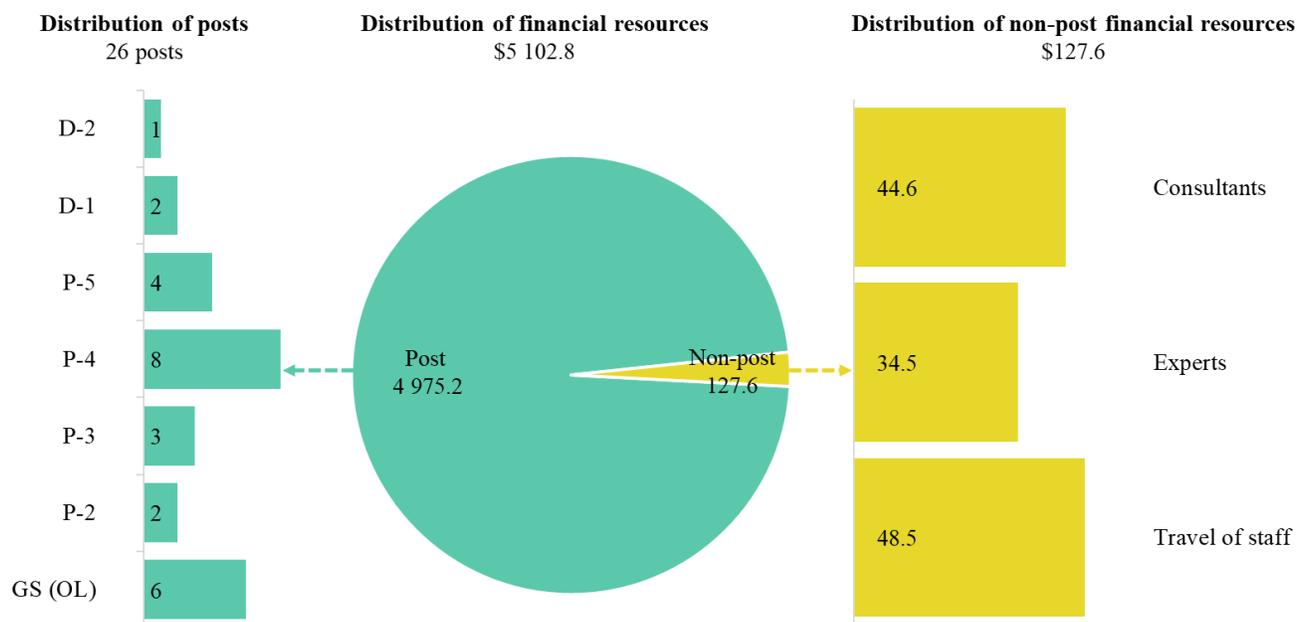
**Subprogramme 5: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>								
Post	4 308.1	5 044.8	–	–	(69.6)	(69.6)	(1.4)	4 975.2
Non-post	80.2	127.6	–	–	–	–	–	127.6
<b>Total</b>	<b>4 388.3</b>	<b>5 172.4</b>	<b>–</b>	<b>–</b>	<b>(69.6)</b>	<b>(69.6)</b>	<b>(1.3)</b>	<b>5 102.8</b>
<b>Post resources by category</b>								
Professional and higher		20	–	–	–	–	–	20
General Service and related		6	–	–	–	–	–	6
<b>Total</b>		<b>26</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>26</b>

Figure 12.XIV  
**Subprogramme 5: distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

12.165 Extrabudgetary resources for the subprogramme are estimated at \$1,077,700 and would provide for non-post resources. The resources would be used mainly to support the 2030 Agenda for Sustainable Development Sub-Fund project on developing integrated programmes to alleviate binding constraints to development by fostering structural transformation, building productive capacities and enhancing investment opportunities. The resources would also enable the continuation of technical assistance and capacity-building activities to help build productive capacities to diversify the Angolan economy and exports in a sustainable manner. The resources will enable the subprogramme to build and strengthen the human and institutional capacity of least developed countries and African countries in designing and implementing national and international policies that enable them to effectively utilize trade preferences and rules of origin contained in unilateral and reciprocal trade arrangements to exploit trading opportunities arising from the international trading system and so make progress towards achieving the trade-related targets of Sustainable Development Goal 17. The subprogramme offers a comprehensive and consistent package of assistance that ranges from the provision of information on available trade preferences through handbooks and websites, information on utilization rates of trade preferences and tailored training programmes to empower delegates and private sector actors during the negotiation and implementation of trade agreements at both the multilateral level (e.g., WTO and the World Customs Organization) and the regional level (e.g. the African Continental Free Trade Area and regional economic communities). Such training activities focus on exchanges of best practices and lessons learned and interaction with stakeholders. In addition, the subprogramme leads the implementation of the UNCTAD role in relation to the Enhanced Integrated Framework, carrying out tailored diagnostic studies aimed at mainstreaming trade into the development plans of least developed countries, implementing field projects on transit transport and trade facilitation and conducting trade policy-oriented studies on market access and rules of origin, including with regard to expansion of the potential to develop geographical indications. The estimated resource level for 2022 reflects no change compared with the estimate for 2021.

### Programme support

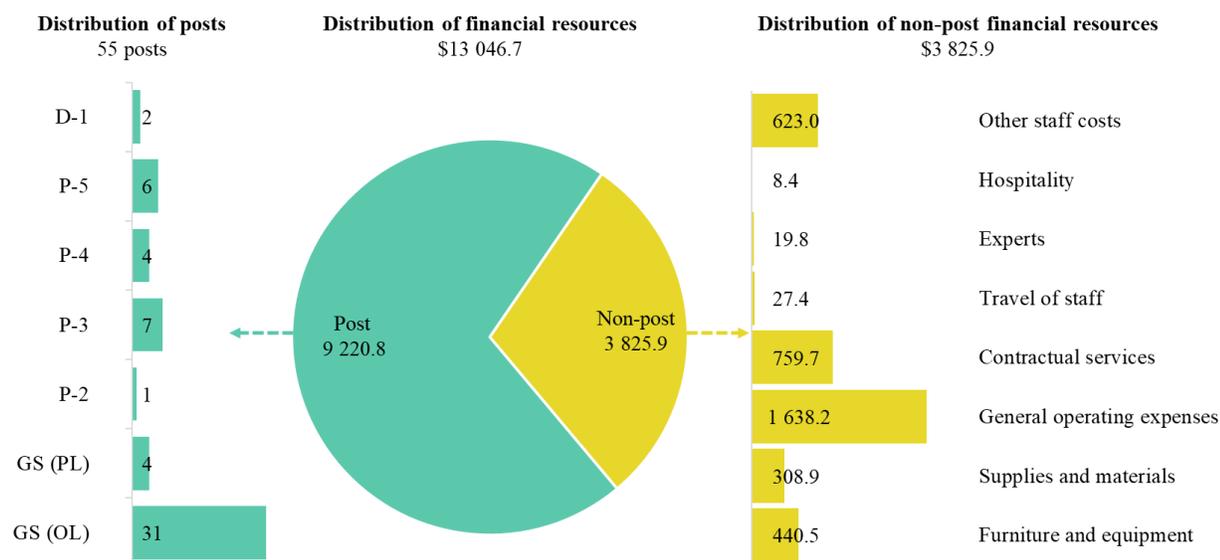
12.166 Programme support services are provided to the policymaking organs, executive direction and management and substantive subprogrammes to assist them in delivering their programmed outputs. The services are organized around three entities, namely, the Resources Management Service, the Intergovernmental Support Service and the Technical Cooperation Section.

12.167 The proposed regular budget resources for 2022 amount to \$13,046,700 and reflect a net decrease of \$204,300 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 12.139 (f). Additional details on the distribution of proposed resources for 2022 are reflected in table 12.37 and figure 12.XV.

Table 12.37  
**Programme support: evolution of financial and post resources**  
 (Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
<b>Financial resources by main category of expenditure</b>								
Post	9 062.0	9 312.0	–	–	(91.2)	(91.2)	(1.0)	9 220.8
Non-post	3 442.0	3 939.0	–	–	(113.1)	(113.1)	(2.9)	3 825.9
<b>Total</b>	<b>12 504.1</b>	<b>13 251.0</b>	<b>–</b>	<b>–</b>	<b>(204.3)</b>	<b>(204.3)</b>	<b>(1.5)</b>	<b>13 046.7</b>
<b>Post resources by category</b>								
Professional and higher		20	–	–	–	–	–	20
General Service and related		35	–	–	–	–	–	35
<b>Total</b>		<b>55</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>55</b>

Figure 12.XV  
**Programme support: distribution of proposed resources for 2022 (before recosting)**  
 (Number of posts/thousands of United States dollars)

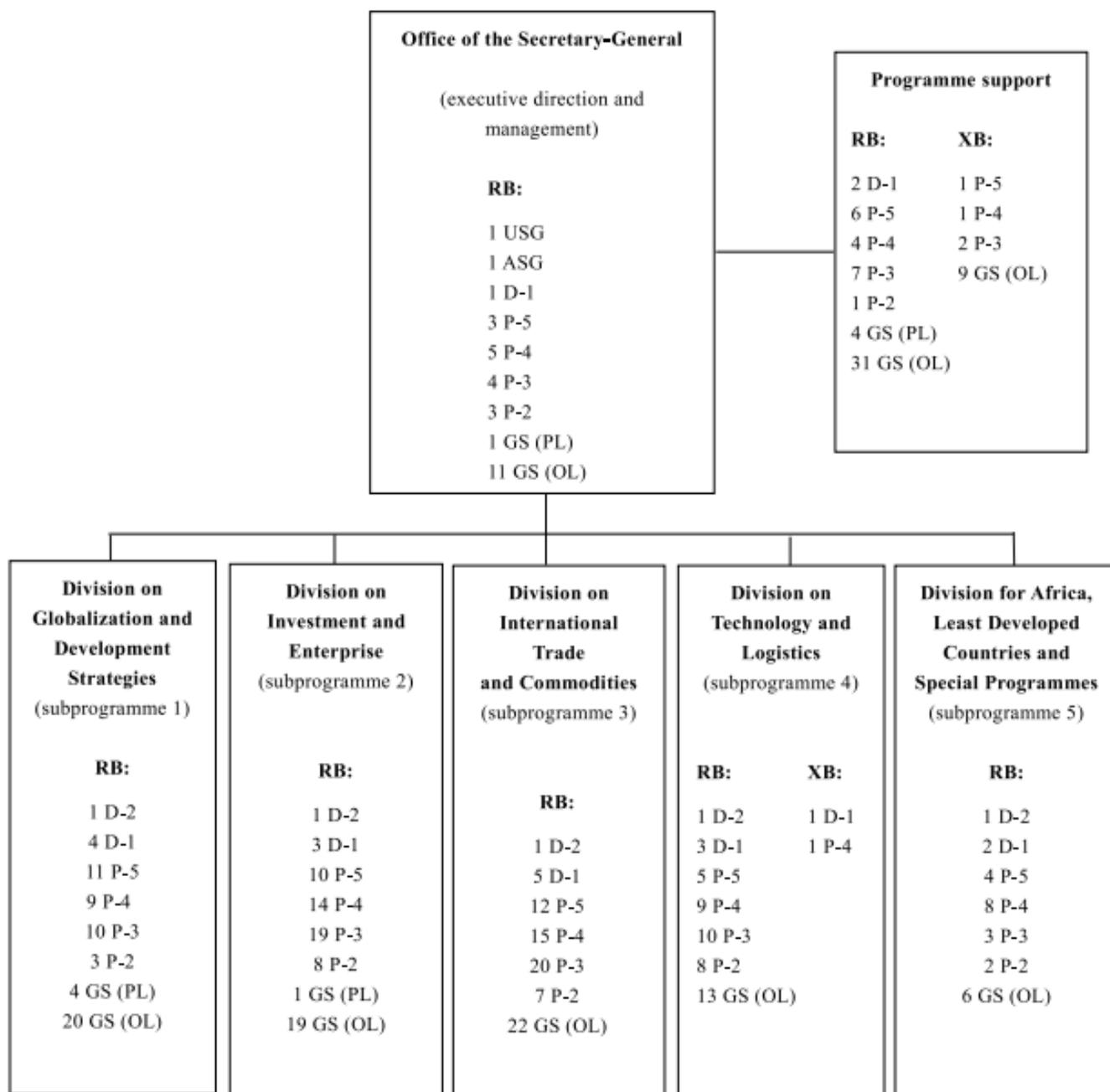


**Extrabudgetary resources**

- 12.168 Extrabudgetary resources for programme support are estimated at \$4,459,800 and would provide for 13 posts (1 P-5, 1 P-4, 2 P-3 and 9 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support subprogrammes in implementing mandated technical cooperation activities, research and analysis and administrative support related to extrabudgetary activities. The resources will also enable the participation of UNCTAD in a number of United Nations Sustainable Development Cooperation Frameworks, through the development of relevant joint country-level programmes in UNCTAD areas of expertise, as laid out in the UNCTAD Toolbox, following United Nations Development Coordination Office guidelines. The estimated resource level for 2022 reflects no change compared with the estimate for 2021.

# Annex I

## Organizational structure and post distribution for 2022



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

## Annex II

### Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 4, Technology and logistics	1	P-4	<b>Reassignment</b> of 1 Programme Management Officer as Economic Affairs Officer	Reassignment proposed in order to strengthen economic research and analysis
Subprogramme 4, Technology and logistics	1	GS (OL)	<b>Reassignment</b> of 1 Staff Assistant as Statistics Assistant	Reassignment proposed in order to strengthen the division's new Working Group on Measuring E-commerce and the Digital Economy, which will collect statistics from member States, upload them to UNCTADstat and build the capacity of member States to produce relevant statistics
Subprogramme 5, Africa, least developed countries and special programmes	1	GS (OL)	<b>Reassignment</b> of 1 Research Assistant as Staff Assistant	Reassignment proposed in order to address the subprogramme's need for a Staff Assistant to support the daily work of the director and the Front Office. It would also improve the efficiency of the subprogramme's liaison and communication with other subprogrammes and external stakeholders
Programme support	1	P-4	<b>Reassignment</b> of 1 Public Information Officer as Intergovernmental Affairs Officer	Reassignment proposed in order to realign the post functions with the nature of the services provided by the Intergovernmental Support Service

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