

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

UNCTAD



2018

ANNUAL REPORT

HIGHLIGHTS



UNITED NATIONS

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 @UNCTADKituyi

FOREWORD

In the face of gathering clouds over the world economy and mounting tensions around multilateralism, UNCTAD worked diligently in 2018 to support the gainful integration of developing countries into the world economy. In a year fraught with signs of a popular backlash against globalization and declining trust in the multilateral trading system, UNCTAD faced both new opportunities as well as new challenges.

In 2018, UNCTAD accompanied African nations as they signed the African Continental Free Trade Agreement to usher in a new age of decisive, pan-African policymaking on trade and development. We have also seen increased demand for UNCTAD support as many countries in 2018 turned to new sources of economic dynamism from renewed South-South links, such as through China's Belt and Road Initiative.

At the same time, in 2018 we began adopting new ways of working with agreement at the General Assembly on the reform of the United Nations Development System. Putting our intellectual leadership to work on the ground, at the service of the wider United Nations family, has now become a central objective of our work.

These new opportunities and challenges require new thinking and renewed intellectual leadership and 2019 will be a make or break year for trade and development in many respects. It will mark the first high-level political forum under the auspices of the General Assembly, and we only have one year left until the "early harvest" targets of the Sustainable Development Goals come due in 2020. These notably include targets at the heart of UNCTAD's work programme, such as ending harmful fisheries subsidies and doubling the least developed countries' share of world exports. In 2019 we will also begin preparations for UNCTAD's 15th ministerial conference, which will be held in 2020.

As the results documented in this 2018 Annual Report demonstrate, when we are faced with an increasingly fragmented trade and development landscape, we must maintain fidelity to our integrated approach and make good on our founding promise to promote prosperity for all. Going forward we will continue to accomplish this through renewing our intellectual leadership, increasing our transformative impact, and further leveraging our convening power on trade and development issues, within the context of an increasingly coherent development pillar within the UN.

Mukhisa Kituyi, Secretary-General of UNCTAD



Photo credit: ©Stanislav Fradeliz, World Bank

INTRO DUCTION



ALIGNMENT OF OUR WORK WITH THE SUSTAINABLE DEVELOPMENT GOALS AND THE NAIROBI MAAFIKIANO

THE NAIROBI MAAFIKIANO SUB-THEMES:

<p>10 REDUCED INEQUALITIES</p>	<p>SUB-THEME 1:</p> <p>Challenges and opportunities in multilateralism for trade and development</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>SUB-THEME 2:</p> <p>Promoting sustained, inclusive and sustainable economic growth through trade, investment, finance and technology to achieve prosperity for all</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>SUB-THEME 3:</p> <p>Advancing economic structural transformation and cooperation to build economic resilience and address trade and development challenges and opportunities, at all levels, within the UNCTAD mandate</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>SUB-THEME 4:</p> <p>Contributing to the effective implementation of and follow-up to the 2030 Agenda for Sustainable Development and relevant outcomes from global conferences and summits, as related to trade and development</p>
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The Nairobi Maafikiano is the outcome document of the fourteenth session of the United Nations Conference on Trade and Development which frames the agenda for our work over a four-year period until 2020.

Find the full document here:





UNDERSTANDING TRADE EFFECTS OF INTRA-AFRICAN MIGRATION

A sequence of innovative analytical and consensus-building actions on the trade effects of **intra-African migration** backed the lead-up to the signing of the Global Compact on Migration in Morocco in December.



LEADING THE PUSH TO END HARMFUL FISHERIES SUBSIDIES

We marshalled a pro-development United Nations coalition to end harmful fisheries subsidies and contributed concrete pro-trade proposals by hosting the second **Oceans Forum** in Geneva in June.



MAPPING THE LANDSCAPE OF TRADE IN CRISIS

In February, UNCTAD Secretary-General Mukhisa Kituyi convened the **Geneva Dialogue** of leading international figures to debate the rules-based multilateral trading system as a force for creating inclusive prosperity.



ADVANCING GENDER-SENSITIVE TRADE POLICYMAKING

Our work to boost women's economic empowerment and understanding of the trade-gender nexus moved ahead in March with our project in Central Africa, **Borderline: Women in cross-border trade**.



20
H I G H



10 LIGHTS

RESPONDING TO A RAPIDLY EVOLVING GLOBAL ECONOMY

The UNCTAD *Trade and Development Report 2018* tackled inequality, exclusion and global economic fragility vis-à-vis the international trading system, the emerging digital economy and structural transformation.



MAKING TRADE FASTER, CHEAPER AND EASIER

We helped developing countries to put in place new institutions and infrastructure to ease international trade, such as in Africa at the **Forum for National Trade Facilitation Committees in Ethiopia** in November.



BOOSTING INVESTMENT IN SUSTAINABLE DEVELOPMENT

The biennial **UNCTAD World Investment Forum** in October brought together 6,000 political and business influencers in Geneva to address financing the Sustainable Development Goals.



LEVERAGING THE DIGITAL ECONOMY IN DEVELOPING COUNTRIES

Hot-ticket **eCommerce Weeks** in Geneva (April) and Nairobi (November) helped to map a path to global digital economic inclusion and leveraging of online trade for development.





OUR WORK IN 2018

OUR FLAGSHIP PUBLICATIONS

Each year at UNCTAD, our world-leading researchers publish numerous policy briefs, policy reviews, discussion papers, statistical handbooks, trends monitors, case studies, technical notes, bulletins and monographs.

In 2018, these reports informed the global debate on crucial themes such as intra-African migration; investment and new industrial policies; macroeconomics and digital platforms; entrepreneurship in least developed countries; and frontier technologies and sustainable development. The *Review of Maritime Transport*, a leading global reference for statistics and analysis of the worldwide shipping industry, marked its 50th anniversary.



Technology and Innovation Report 2018

Harnessing Frontier Technologies for Sustainable Development

(May)



Economic Development in Africa Report 2018

Migration for Structural Transformation

(May)



World Investment Report 2018

Investment and New Industrial Policies

(June)



Trade and Development Report 2018

Power, Platforms and the Free Trade Delusion

(September)



The Least Developed Countries Report 2018

Entrepreneurship and Structural Transformation – Beyond Business as Usual

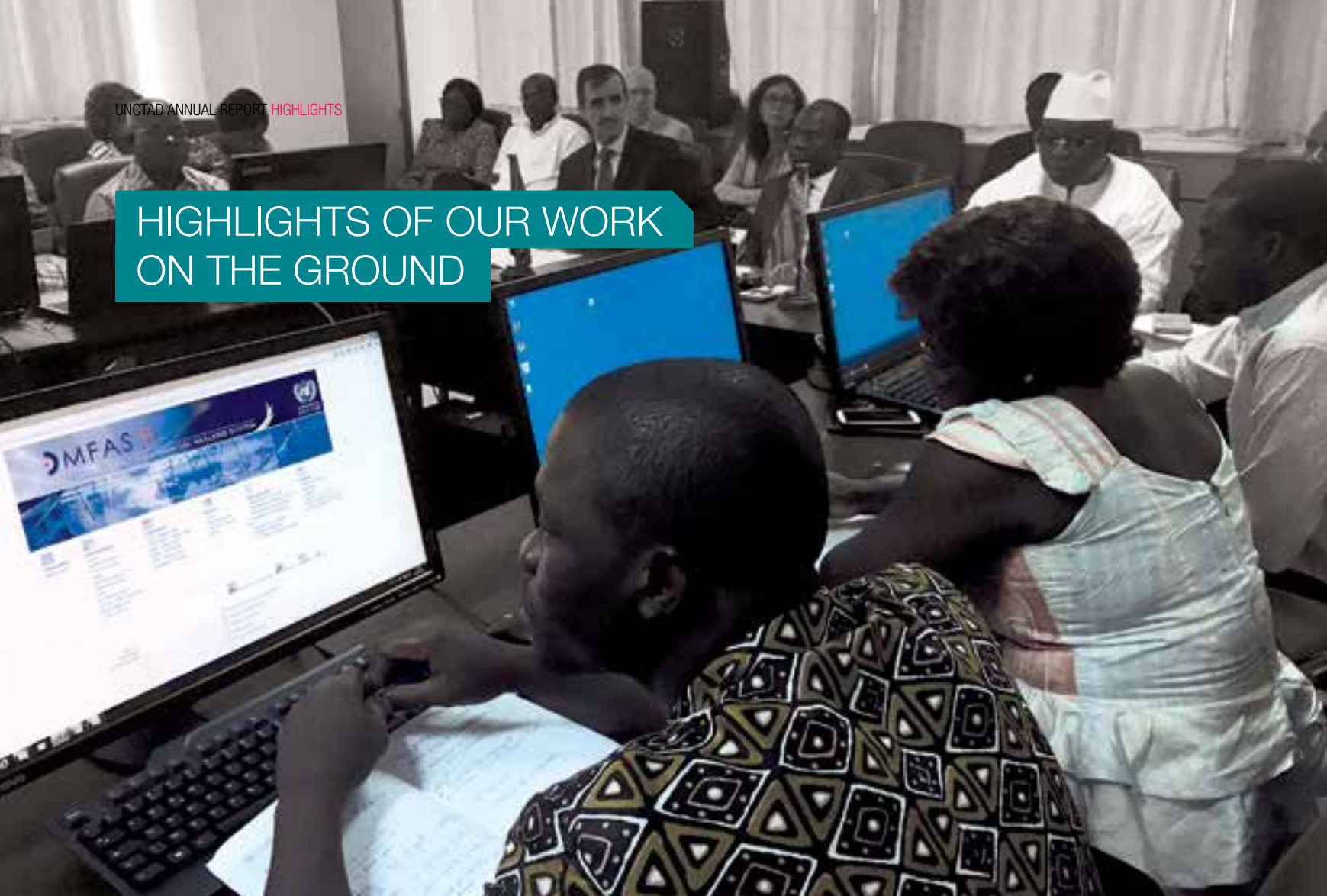
(November)



Review of Maritime Transport 2018

(November)

HIGHLIGHTS OF OUR WORK ON THE GROUND



Debt Management and Financial Analysis System

Our work on debt management helps developing countries to attain long-term debt sustainability and reduce the risk of debt distress.

Effective debt management is an intrinsic part of sound public financial management and overall good governance. Public debt management is also an essential tool for ensuring that countries maintain sustainable levels of debt in pursuit of broader development objectives.

The UNCTAD Debt Management and Financial Analysis System (DMFAS) programme offers a set of proven solutions to improve the capacity of countries to manage public debt – and consequently public resources.

The DMFAS programme has so far worked directly with 69 countries and is currently in use in 86 institutions in 57 countries. It provides technical training and capacity-building activities to improve external and domestic debt data, as well as reporting and transparency.

For example, in 2018, the DMFAS programme completed a two-year technical assistance project in **Togo**, financed by the European Union. The project (pictured above) resulted in improved integration of debt management in the broader framework of public finance management and strengthened the government's debt management capacity.

The Ministry of Economy and Finance of Togo implemented Version 6 of the DMFAS software, with debt management officers and information technology experts trained to maintain and use it. The project also supported the introduction of quality-control procedures for the database. The database is now entirely reliable and comprehensively covers central government debt.

Full story on:
unctad.org/AnnualReport2018





Automated System for Customs Data

The UNCTAD Automated System for Customs Data (ASYCUDA) and customs modernization programme, operating in **Afghanistan** since 2005 and funded by the World Bank, delivered remarkable results in 2018.

The ASYCUDA system now covers more than 90 per cent of international trade with Afghanistan, delivering significant benefits to the country by contributing to an increase in customs' annual revenue to almost \$1 billion in 2018 (up from \$50 million in 2005).

ASYCUDA was rolled out simultaneously with UNCTAD-led trade facilitation reforms which were implemented by the Ministries of Finance and of Industry and Commerce. The computerization of customs operations has played an essential role in the consistent and transparent enforcement of customs legislation, regulations and procedures at the national level, leading to more straightforward trading, faster exports and imports – and a positive impact on the Afghan economy.

ASYCUDA now provides accurate and timely information to decision-makers by constantly monitoring imports and exports. Waiting times at significant border crossings (pictured below) have dramatically decreased – at Torkham, on the border with Pakistan, more than 90 per cent of trucks are now cleared in less than 90 minutes, down from 18 hours in 2003.

More than 100 developing countries work with UNCTAD to use ASYCUDA to automate their customs processes, contributing significantly to improving the management of customs, raising revenues from tariffs and enhancing their private sector's competitiveness in international trade.

The programme has been regularly updated and upgraded over the years and is now developing single-window environments bringing together various parties that interact with customs during import and export procedures.

Full story on:
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National Investment Policy Reviews

Investment Policy Reviews provide a comprehensive map of the policies, regulations, institutional and operational requirements that affect investment into a requesting country. Each review considers the country's overall development strategy, and recommendations are tailored to encourage investment that will create jobs, reduce poverty and contribute to development. In 2018, we completed reviews for **Cabo Verde** and **Lebanon**.

UNCTAD has undertaken Investment Policy Reviews in more than 50 countries and implementing their recommendations has helped the ease of doing business in them, as ranked by World Bank indicators.



Full story on:
unctad.org/AnnualReport2018

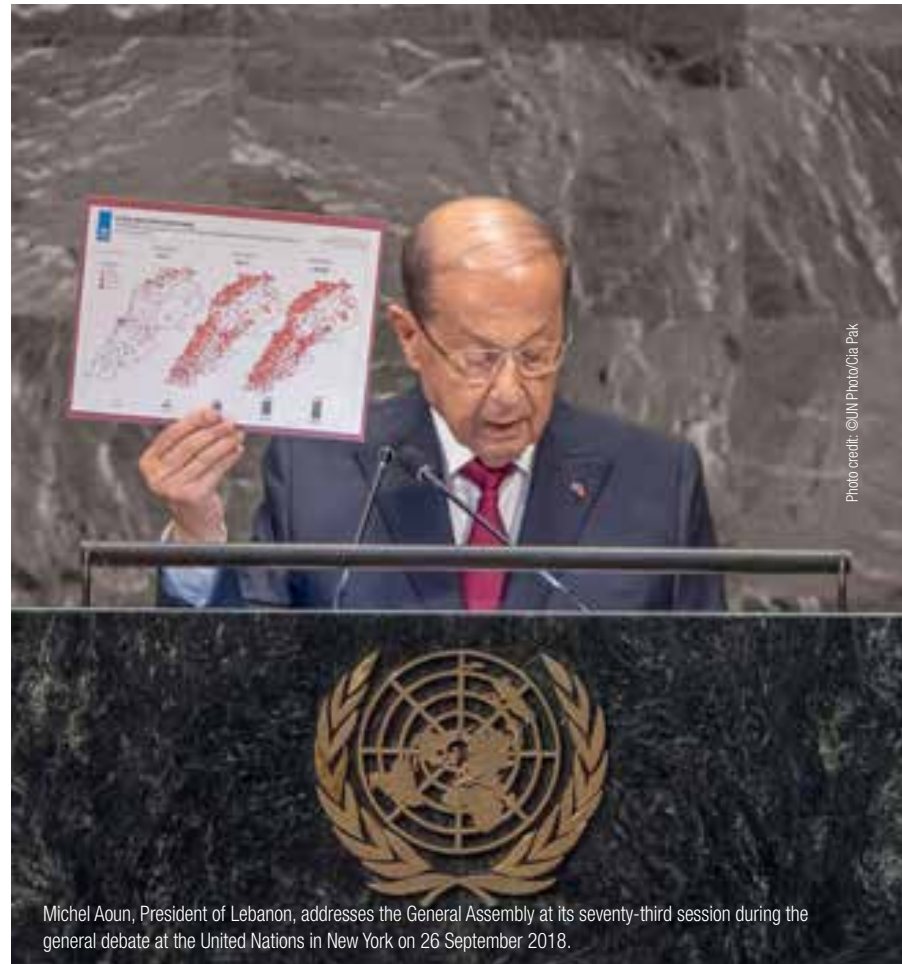


Photo credit: ©UN Photo/Ola Pak

Michel Aoun, President of Lebanon, addresses the General Assembly at its seventy-third session during the general debate at the United Nations in New York on 26 September 2018.



Photo credit: ©Thomas Michael Perry / World Bank



National Science, Technology And Innovation Policy Reviews

In 2018, we continued to support developing countries in reviews of their science, technology and innovation policies and began work on reviews for **Ethiopia** and **Uganda**, undertaking fact-finding missions in October and November. This work was preceded by intensive preparations with country-based counterparts to ensure effective national ownership of the review process.

Furthermore, we finalized a revision of the science, technology and innovation policies framework that we use to assess the status and efficacy of science, innovation and technology policy in countries. The new broader framework integrates the economic, social and environmental dimensions of the Sustainable Development Goals – and incorporates the notion of the directionality of innovation.



Full story on:
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National eTrade Readiness Assessments

An emerging priority for many least developed countries is to assess their readiness to participate in e-commerce and the digital economy. However, harnessing e-commerce for sustainable development requires effective policies based on sound evidence, and this is the objective of UNCTAD Rapid eTrade Readiness Assessments.

With the support of our development partners – the governments of Germany and Sweden – and the Enhanced Integrated Framework, in 2018, we completed assessments for **Burkina Faso, the Lao People’s Democratic Republic, Liberia, Madagascar, Myanmar, Senegal, Togo, Uganda, Solomon Islands, Vanuatu** and **Zambia**. Each assessment included policy recommendations aimed at ensuring that benefits from online trade reach all segments of society.

The reviews confirmed that vast reform projects are needed for these countries to benefit from e-commerce. None of them currently has a dedicated e-commerce strategy. Low levels of Internet accessibility and service quality, often due to a lack of competition in the telecommunications sector, are common obstacles to digital growth.

Weak and costly hard infrastructure, and logistics services that are not well integrated by operators, hamper deliveries of goods bought or sold online. The private sector is also often disconnected from decision-makers, and the assessments have proven their value for fostering public–private dialogue.

To meet the growth in demand for assessments and enrich them throughout the process, we trained a pool of experts and consultants on our methodology in March 2018 and intensified our collaboration with partners in the eTrade for all initiative.

Some countries, such as Myanmar in October 2018, partnered with UNCTAD to organize a national launch of their eTrade Readiness Assessment, coupled with a donor’s round table. Also, assessments conducted in Burkina Faso, Senegal and Togo gave impetus to the Commission of the West African Economic and Monetary Union to take the lead in preparing a regional e-commerce strategy, announced at a special event we co-organized in Ouagadougou, Burkina Faso in October 2018.

Full story on:
unctad.org/AnnualReport2018



▲ U Aung Htoo, Deputy Minister of Commerce (left), receives the Myanmar: Rapid eTrade Readiness Assessment from Shamika N. Sirimanne, Director of the UNCTAD Technology and Logistics Division, in Nay Pyi Taw, Myanmar, on 30 October 2018.

OUR WORK FOR PALESTINE

In 2018, we continued to respond to the evolving, multifaceted, increasingly complex needs of the Palestinian economy under occupation and sustained its efforts to build the Palestinian public and private sector capacities required for a future sovereign Palestinian State.

In June, the State of Palestine became a full member of the United Nations Conference on Trade and Development. Palestine had earlier become part of the United Nations Education, Scientific and Cultural Organization, a specialized agency, and under the Conference's rules of procedure, its members are those which are already members of the United Nations or one of the world body's specialized agencies.

Our annual report on Palestine warned that evaporating donor support, a freeze in the reconstruction of Gaza and unsustainable, credit-financed public and private consumption offer poor growth prospects for the Palestinian economy. An 11-year blockade of the Gaza Strip had produced profound suffering and aid dependency, the report said.

During a visit to Lebanon, Secretary-General Mukhisa Kituyi marked the International Day of Solidarity with the Palestinian People on 29 November by visiting Shatila, a refugee camp. He met children at Ramallah School, run by the United Nations Relief and Works Agency for Palestine Refugees in the Near East, and held discussions with representatives of the community to identify areas of future collaboration in support of displaced Palestinians.



Photo credit: ©Stephanie Hollyman



UNCTAD Secretary-General Mukhisa Kituyi visits the Shatila refugee camp for Palestinians in Lebanon on 29 November 2018.

WORLD INVESTMENT FORUM 2018

The UNCTAD World Investment Forum 2018, which took place in Geneva, Switzerland, in October, thrashed out investment-led solutions to sustainable development challenges.

The forum sought to foster global partnerships to advance the 2030 Agenda for Sustainable Development and yielded a package of outcomes, relevant to the development agenda and within the ambit of UNCTAD work in the area of investment and enterprise for development.

The forum featured several high-profile events including an investment summit, a global Sustainable Stock Exchanges dialogue, a conference on investment agreements, thematic discussions and dozens of other events.

The World Investment Forum 2018 provided:

- Direction and content on investment policy for sustainable development
- An opportunity to identify and unlock financing for the Sustainable Development Goals
- A method of identifying the needs of vulnerable groups and exploring solutions to include them in advancing development objectives.

Marking its 10th anniversary in 2018, the forum gathered around 6,000 investment-development stakeholders from 186 countries, bringing together 11 Heads of State and Government, and more than 50 ministers and 70 parliamentarians.

Around 2,000 private sector participants were present, including executives of global companies, stock exchanges and investment funds.



worldinvestmentforum.unctad.org/homepage/about-wif/



▲ Dignitaries including UNCTAD Secretary-General Mukhisa Kituyi, Sophia, a talking robot (top), Minister of Foreign and European Affairs of Slovakia Miroslav Lajčák and James Zhan, Director of the UNCTAD Investment and Enterprise Division (centre), Princess Astrid of Belgium, President Hage Geingob of Namibia, Dr. Kituyi, President Mokgweetsi E.K. Masisi of Botswana, UNCTAD Deputy Secretary-General Isabelle Durant (bottom) attend the World Investment Forum 2018 in October 2018.

▼ Opening of the World Investment Forum 2018, Palais des Nations, Geneva, on 22 October 2018.



INVESTMENT-DEVELOPMENT
STAKEHOLDERS FROM

186
COUNTRIES

11
HEADS OF STATES

50
MINISTERS

70
PARLIAMENTARIANS

OUR IMPACT STORIES

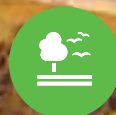
How did Liza grow her honey business?

To get a better deal for her father's honey, Moldovan entrepreneur Liza Mamaliga started selling it in small jars to shops in her country's capital, Chişinău. The idea more than doubled the price per kilo. Liza achieved something that eludes so many producers of honey and other green products, such as coffee and cocoa – adding value and turning green products, traditionally viewed as a tool for environmental protection, into a weapon against poverty.

Significant growth opportunities for such products lie in exports. Because Liza's honey fetches five euros a kilo in a small jar but earns 10 euros when turned into a cereal bar, Liza sourced walnuts and cereals locally and started making bars for export.

An UNCTAD review of export opportunities for green products in the Republic of Moldova identified a competitive advantage in walnuts and cereals as well as honey, leading to a sweet deal for all.

UNCTAD has or is also carrying out Green Export Reviews for Angola, Ecuador, Ethiopia, Lebanon, Madagascar, Morocco, Oman, Senegal and Vanuatu. These studies took centre stage at our Green Export Forum in October 2018, which gathered entrepreneurs such as Liza to share their stories and provide a platform for developing countries seeking to boost green exports.



How will South Africans get better access to superior medicines?

In May 2018, South Africa approved the first phase of a new intellectual property policy that paves the way for better access to high-quality, affordable medicines in a country plagued with high infection rates for HIV/AIDS and tuberculosis.

The government asked UNCTAD to help develop the policy because of its long-standing experience in technical cooperation in intellectual property, access to medicines and local pharmaceutical production – a priority sector for the country's industrial development.

We organized two stakeholder consultations in cooperation with the Department of Trade and Industry of South Africa and the UN Development Programme (UNDP). The World Health Organization, the World Intellectual Property Organization and the World Trade Organization also took part.

Together with UNDP, we analysed how the proposed intellectual property policy could help the government meet international and domestic human rights obligations related to the right to health and sought technical inputs from the Office of the United Nations High Commissioner for Human Rights.

Not only is this an essential step toward improved access to medicines in South Africa, but also toward a stronger domestic pharmaceutical sector. The policy is now in line with international practices and strikes a fair balance between incentives for innovation and the need to promote competition and access to medicines.

Photo credit: © USAID/Tobin Jones, Chemomics



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How does Bismark help his country benefit from seaborne trade?

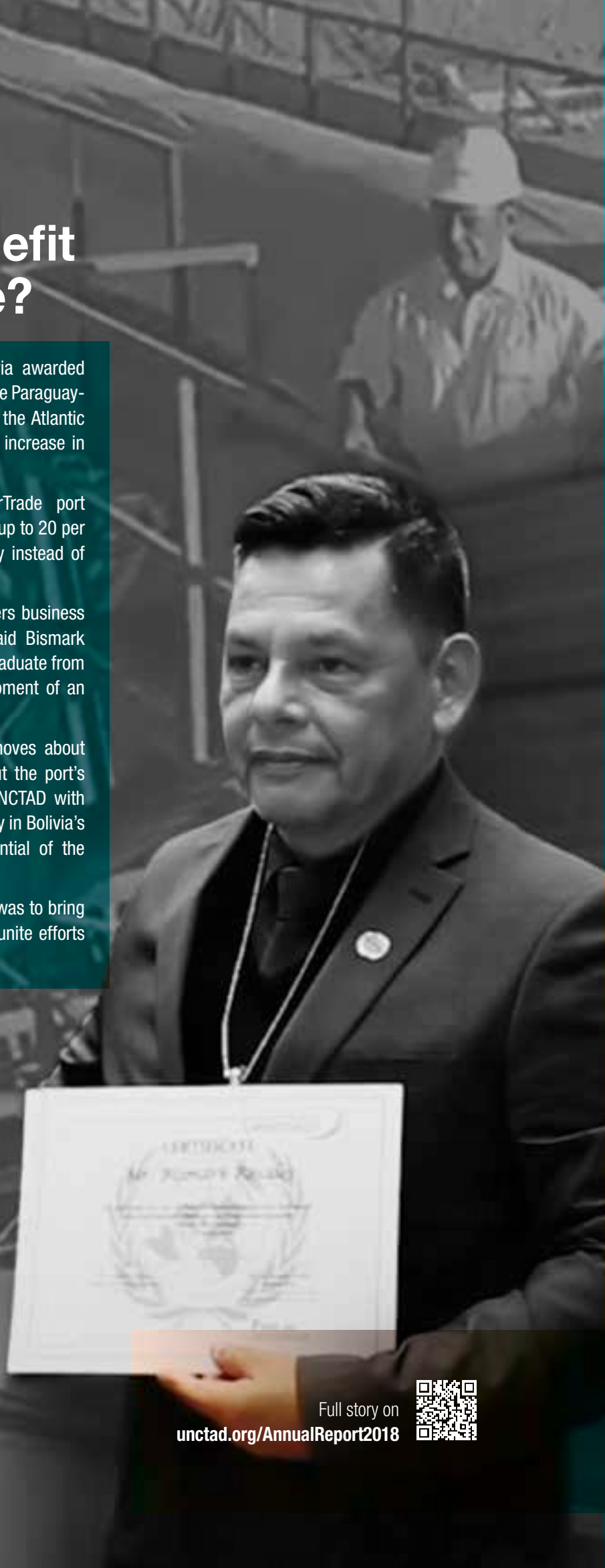
When the Government of the Plurinational State of Bolivia awarded international classification in October to three river ports on the Paraguay-Paraná waterway that connects the landlocked nation with the Atlantic Ocean, managers of ports on the route were ready for the increase in trade.

The managers, all members of the UNCTAD TrainForTrade port management programme, say Bolivian businesses will save up to 20 per cent in freight costs by floating goods along the waterway instead of hauling them across the Andes.

“The opportunities that the Paraguay-Paraná waterway offers business owners and the country’s economy are considerable,” said Bismark Rosales, manager of Port Jennefer and the first Bolivian to graduate from the UNCTAD programme. “We’re talking about the development of an entire country.”

Port Jennefer, located on the Tamengo Canal, currently moves about 500,000 tons of cargo – mainly soybean flour and oil. But the port’s managers expect this figure to double. Bismark credits UNCTAD with preparing the port for the more prominent role it will now play in Bolivia’s economic development, and for helping to turn the potential of the waterway into a reality.

“One of the greatest successes of the UNCTAD programme was to bring us together – the government with the private sector – to unite efforts and have the same vision for our ports,” he says.



How did Uneiza build her green construction company?

Uneiza Ali Issufo, the founder of ConsMoz Ltd., a construction company based in Nampula, northern Mozambique, won the UNCTAD Empretec Women in Business Gold Award in October 2018 for her commitment to quality, sustainability and environmental protection – as well as for her pioneering leadership in a sector traditionally led by men.

Civil engineer Uneiza founded ConsMoz after finding it difficult to get ahead in construction companies despite being president of her local contractors' association. After completing an UNCTAD entrepreneurship training workshop in 2017, Uneiza was empowered to expand her business so that it now employs 800 women and men and lands large building contracts that demand top quality and green credentials.

Uneiza received her award from Secretary-General Mukhisa Kituyi and Francesca Lavazza, board member of the Lavazza Group, at a gala ceremony during the UNCTAD World Investment Forum 2018 in the historic Assembly Hall of the Palais des Nations in Geneva, Switzerland.

The Empretec Women in Business Awards are given to women-owned businesses that have benefited from the business development services of the UNCTAD flagship entrepreneurship programme, which marked its thirtieth anniversary in 2018.

The ceremony helped showcase Empretec to hundreds of impact investors, enterprise networks and representatives from civil society and the private sector attending the World Investment Forum.



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LAVAZZA

2018

How did Derrick become a champion for the digital economy?

Kenyan entrepreneur Derrick Muturi became a champion for the digital economy after participating in the eFounders Fellowship initiative of UNCTAD and the Alibaba Business School in 2017.

Two years earlier, 27-year old Derrick had founded Herdy, an e-commerce platform that handles order taking, payments and logistics for small-scale farmers and their customers. Derrick applied for the programme because he was curious about the differences between the business models of e-commerce platforms based in Silicon Valley and those in China.

“This was a ‘mind-blowing’ two weeks,” Derrick said about his stay in China, where he witnessed the 11/11 Global Shopping Festival in Shanghai, got to understand warehousing, distribution centres and payment models and how Alibaba works both online and offline. He returned to Kenya bursting with ideas.

Among the first things he did was to realign his team around a single vision. As Derrick created trust within the company, he focused on strategic, long-term thinking with a five-year plan. He expanded the range of produce available, partnered with cooperatives and planned regular upgrades of his platform. More local farmers joined up, and products were standardized.

Many challenges remain for Derrick and other like-minded young technology entrepreneurs, but thanks to the joint UNCTAD–Alibaba Business School initiative, they have created a network of champions for the digital economy.

In 2018, this network carried out awareness-raising, knowledge-sharing and advocacy to inspire other entrepreneurs at national and international events – for example at the UNCTAD World Investment Forum in November and Africa eCommerce Week in December.



Full story on
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How did Ladmir grow an information technology giant?

Alterdata, a software developer specializing in business management systems, was founded in Teresópolis, Brazil, in 1989 by Ladmir Carvahlo when he was just 26. The location – a mountain city of 170,000 inhabitants far from the country’s urban hubs – curtailed business growth at first, but 10 years later, Ladmir took part in an UNCTAD Empretec workshop.

After the training, Ladmir realized the potential of his competitive advantage and how it could be leveraged to reach the rest of the country with careful planning. The intrepid entrepreneur first set out to empower his team – all employees received skills upgrades, and he sponsored his team of managers to take Empretec management training. A careful plan was then laid out to expand the company at the national level. Alterdata today is managed entirely through performance indicators and smart goals, boasting highly efficient personnel management.

“Everything that happened was only possible due to the vision that Empretec gave me,” he says.

Ladmir has not looked back since. He won an Entrepreneur of the Year award from *Você SA* magazine and the Endeavor Institute. His company has been ranked among the best companies in Brazil to work at several times, and in 2016 he won the coveted Ernst and Young’s Entrepreneur of the Year award. The company has also been ranked among the 10 best software companies in Brazil. Given the company’s outstanding reputation and demand for quality, Alterdata also obtained ISO 9000 certification.

In 2018, the company had a total of 1,600 employees, 30,000 clients and 80 sales points, establishing Alterdata as the software company with the largest presence in Brazil. Recently, the company created Alterdata Corporate University, because Ladmir’s Empretec training convinced him that training people is central to business success.



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Photo credit: @xuanhuongho - stock.adobe.com

OUR MANAGEMENT COMMITMENTS

HIGHLIGHTS

In 2018, halfway between the four-yearly ministerial meetings of UNCTAD, we undertook the midterm review of the work programme given to us in the Nairobi Maafikiano outcome document, agreed in 2016, and continued to promote a culture of transparency and accountability in all our operations.

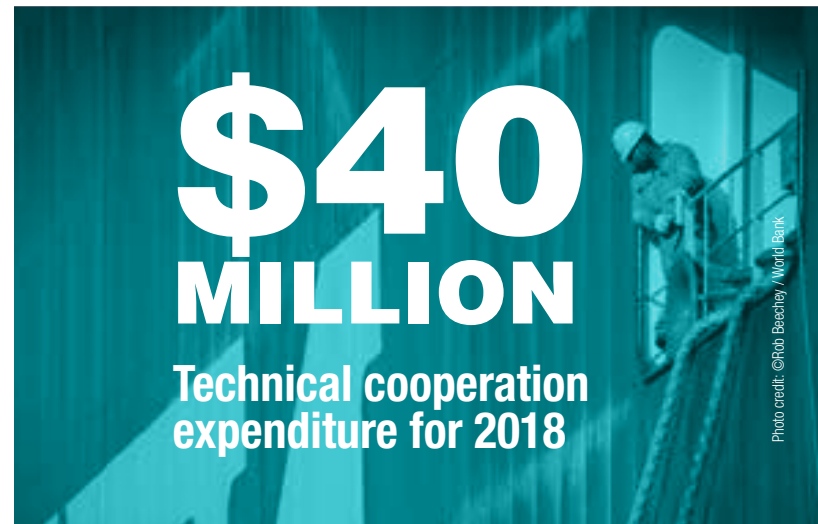
As part of this work, we rolled out a management information system, an executive dashboard to support senior management decision-making. The dashboard provides access to critical financial, human resources, oversight and management data.

We continued to strengthen our coordination and engagement with United Nations oversight bodies, leading to 100 per cent implementation of oversight body recommendations during 2018, for the second year in a row.

Recognizing the need to respond to a complex and changing environment, UNCTAD has also taken steps to continue to enhance transparency and accountability by:

- Issuing due diligence guidelines for partnerships, including with the private sector
- Applying a robust financial disclosure programme for senior managers to address potential conflicts of interest
- Aligning with United Nations Secretariat-wide measures to prevent sexual exploitation and abuse, including through an annual declaration to its governing board

With newly empowered UN Resident Coordinators (from January 2019) and in the context of UN Development Assistance Frameworks (UNDAFs) becoming the most important United Nations country planning instrument in support of the

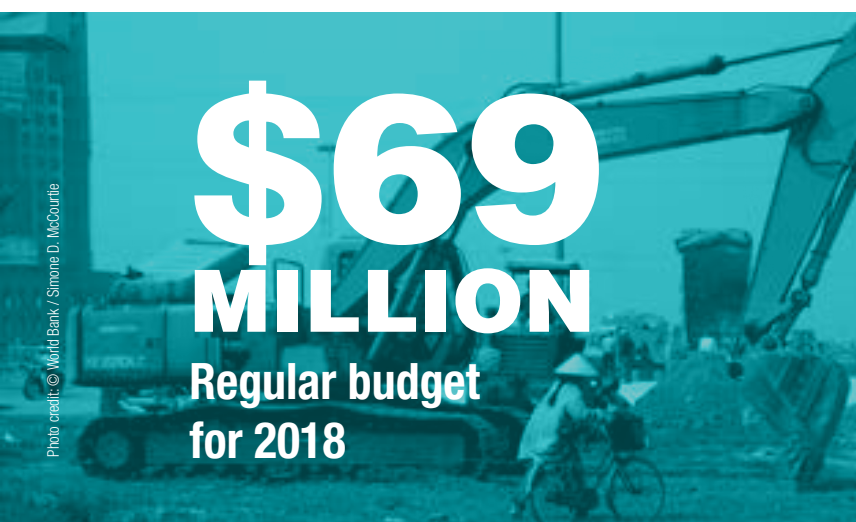


2030 Agenda, we focused on making technical assistance more integrated, more results-oriented and better funded in the coming years.

In 2018, UNCTAD and partner agencies within the UN Inter-Agency Cluster on Trade and Productive Capacity were repositioned to meet those challenges. Expansion of the role of this UNCTAD-led cluster, which is involved in more than 30 UNDAFs, is expected in coming years to best respond to the pressing needs of governments requiring comprehensive solutions in trade and development.

In October 2018, UNCTAD Secretary-General Mukhisa Kituyi provided a progress report to the group of member States which oversees the work of UNCTAD, the Trade and Development Board. He said that UNCTAD is moving to a horizontal, task-based approach by creating cross-divisional working groups on statistical coordination, gender mainstreaming, financing for development and South–South cooperation.

Working with the governments of the global South to boost trade between their countries has been at the heart of UNCTAD work since it was founded and, in September, we celebrated the International Day for South–South cooperation. The day marked the 40th anniversary of the start of a global drive to improve South–South cooperation – the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries.



Evaluation and oversight

In 2018, an independent corporate evaluation of subprogramme 5 on Africa, least developed countries and special programmes was completed to assess the relevance, effectiveness, efficiency and sustainability of this work in 2013–2017.

Two independent evaluators and two representatives of UNCTAD member States – Switzerland and the United Republic of Tanzania – conducted the evaluation, representing a unique format for increased accountability, engagement and transparency. The findings were presented to the Working Party on the Strategic Framework and the Programme Budget, overseen by the Trade and Development Board.

As part of evaluation activities, five external evaluations were also completed for several United Nations Development Account projects implemented by UNCTAD.

Ongoing UN Development System reform means going beyond business-as-usual. At the organizational level, our Evaluation and Monitoring Unit completed a meta-analysis of the more than 250 recommendations that have emerged from the 29 evaluations of our projects and programmes conducted between 2011 and 2017.

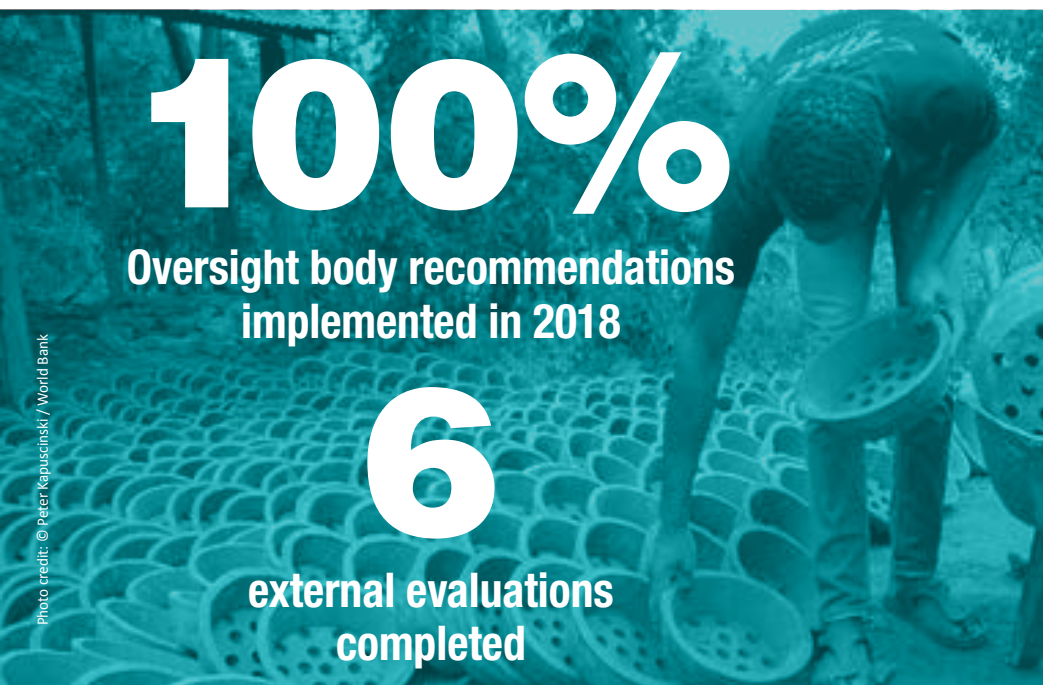
The meta-analysis looked at six in-depth programme evaluations and 23 final project evaluations – including work in more than 80 countries, primarily in sub-Saharan Africa, East Africa and Latin America and the Caribbean. This evaluation-based knowledge product is the first of its kind for UNCTAD and is aimed at catalysing learning and increasing awareness of recommendations that are repeatedly raised.

To support project managers to reflect on what went well and what could have been done better, our Evaluation and Monitoring Unit designed participatory self-evaluation guidelines for project managers – the latest tool to help us become more results-oriented in how we think and work.

Managing for results

Measuring the medium- to long-term impact of economic policy advice is no easy feat. But UNCTAD is dedicated to delivering results, and we made substantial progress in 2018 in assessing the impact of our work.

- Through our results-based management approach, we defined performance indicators that help us better understand the extent to which UNCTAD work is relevant and useful, and how people apply the knowledge they acquire through UNCTAD.
- We introduced new ways to follow up with UNCTAD beneficiaries, establishing constant exchanges on what works and what doesn't and ensuring the sustainability of results in our journey toward achieving the Sustainable Development Goals.
- At the branch level, we expanded our in-house training in results-based management to help prepare for United Nations Secretariat management reforms. Our staff engaged in lively discussions about how their work contributes to the 2030 Agenda, the conditions and partnerships necessary to bring about change and how progress can be measured.



This approach was successfully tested during the First African Forum for National Trade Facilitation Committees in Addis Ababa, Ethiopia in November. The results of a workshop held after the forum, which included the voice of its beneficiaries, will help project managers to shape the future phases of their work.

Gender mainstreaming and parity

As an International Gender Champion, Secretary-General Mukhisa Kituyi confirmed his commitment to gender equality in 2018, while a strategy to mainstream gender into UNCTAD research and analysis continued apace. Deputy Secretary-General Isabelle Durant established a new cross-divisional body, the Gender Task Force, aimed at reinforcing, broadening and coordinating UNCTAD activities on women's economic empowerment.

The first concrete result of the Gender Task Force was the launch of a new workstream on data and statistics for gender-responsive trade policymaking, which resulted in a policy brief and, in October, informed a groundbreaking panel at the Public Forum 2018 of the World Trade Organization.

In 2018, we celebrated International Women's Day by honouring the courage and resilience of women informal cross-border traders as seen through our project, *Borderline: Women in cross-border trade*. Following a fact-finding mission in East Africa, we presented a documentary about the stories of several women traders in Malawi and Zambia, showcasing their efforts to improve their livelihoods and provide for their families. The event included a photography exhibit about women who trade across borders between Malawi, the United Republic of Tanzania and Zambia.

Following on the UNCTAD gender parity implementation plan, adopted in December 2017 in contribution to Secretariat-wide efforts led by United Nations Secretary-General António Guterres, UNCTAD launched its first Gender Parity Strategy, for 2018–2021. Our Senior Management Team continued to uphold the pledge made to effectively implement gender equality and called for support to the strategy's initiatives for the attainment of gender parity before 2028.

With an average of over 35 per cent of women at the professional level and above for 2017, UNCTAD has registered an annual increase of 2 per cent since 2016, reaching an average of 37 per cent for 2018. It is also important to note that for the first time, UNCTAD has a woman Deputy Secretary-General, has achieved parity at the D-2 level and is near parity at the P-5 level.

◀ The farmer leader Yagu Bangura posing in front of seed bags in Sierra Leone on 8 February 2016.



Photo credit: ©Sebastian Lister-NOOR for FAO

OUR STRATEGIC OBJECTIVES 2018–2019



SUBPROGRAMME

1

GLOBALIZATION,
INTERDEPENDENCE
AND
DEVELOPMENT

SUBPROGRAMME

2

INVESTMENT
AND
ENTERPRISE

OBJECTIVES

To enhance economic policies and strategies at all levels for sustained growth, inclusive and sustainable development, full employment and decent work for all and poverty eradication in developing countries, especially the least developed countries, including through North–South, South–South and triangular cooperation.

To ensure inclusive growth and sustainable development through investment and enterprise development for the enhancement of productive and technological capacity-building, industrialization, economic diversification, job creation and progress towards achieving the Sustainable Development Goals.

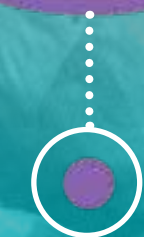
MAIN OBJECTIVE

To assist developing countries, especially the least developed countries and countries with economies in transition, to integrate beneficially into the global economy in support of inclusive and sustainable growth and development. Through its work to promote development-centred globalization, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, improving the well-being of citizens and addressing the opportunities and challenges created by globalization. In particular, UNCTAD will further enhance its efforts to support the development of Africa across its areas of expertise.

SUBPROGRAMME

3

INTERNATIONAL
TRADE AND
COMMODITIES



To ensure the effective, qualitative and beneficial participation of all countries in international trade and to strengthen development gains from the commodity economy and address the trade and development challenges of commodity dependence.

SUBPROGRAMME

4

TECHNOLOGY
AND
LOGISTICS



To strengthen inclusive growth and development through science, technology and innovation, including information and communications technology for development; efficient, resilient and sustainable trade logistics services; and training and capacity-building programmes.

SUBPROGRAMME

5

AFRICA, LEAST
DEVELOPED COUNTRIES
AND SPECIAL
PROGRAMMES



To progressively and beneficially integrate 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 the development of national policies and international support measures to build productive capacities for economic development and poverty reduction.

OUR PROJECTS AND GEOGRAPHICAL COVERAGE

DISTRIBUTION OF PROJECT EXPENDITURES BY REGION, 2018*

33.3% \$14,534,962	16.5% \$7,215,379	10.2% \$4,454,961	5.6% \$2,478,223	0.9% \$38,491	34.1% \$14,854,868
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* Provisional data as of 31 January 2019.

ASYCUDA

continued to be the largest technical assistance activity of UNCTAD, accounting for

46.95%

of total technical cooperation delivery in 2018,

followed by

DMFAS accounting for

11.53 %

139

67

18

25

NATIONAL PROJECTS

REGIONAL

INTERREGIONAL

DEVELOPMENT ACCOUNT

249
PROJECTS

See the *UNCTAD Toolbox*.





OUR

PARTNERSHIPS FOR
TRANSFORMATION

SUMMARY

As the proverb goes, “If you want to go fast, go alone; if you want to go far, go together” – UNCTAD is proud of its partnerships within the United Nations family and further afield.

In 2018, we collaborated with the **UN Department of Social and Economic Affairs** on several projects, including the action plan for the implementation of the Third UN Decade for the Eradication of Poverty (2018–2027), and with the **Committee on Development Policy**, under the Economic and Social Council, on vulnerability profiles of the least developed countries to assess their progress in graduating from this classification.

Our support to the Global Compact for Safe, Orderly and Regular Migration – signed in Morocco in December – included work with the **UN Population Fund**, the **Special Representative of the Secretary-General for International Migration** and the **International Organization for Migration**.

In 2018, we continued our Blue Economy work with the **UN Division for Ocean Affairs and the Law of the Sea**,

and, in cooperation with the **UN Development Programme** and the **Commonwealth Secretariat**, strengthened our partnership with the **UN Environment Programme**, the **UN Food and Agriculture Organization** and others on trade-related aspects of Sustainable Development Goal 14 on life below water.

The UNCTAD partnership with the **International Trade Centre** is fundamental for increasing awareness of programmes for biotrade, non-tariff measures, trade facilitation, green jobs and many others, while our relationship with the **World Trade Organization** is equally essential in these and numerous other areas including, for example, assistance to cotton-producing countries on adding value to cotton by-products.

In 2018, the **eTrade for all initiative**, a major cross-sectoral alliance led by UNCTAD, attracted **29 key partners** in a collaborative effort to scale up cooperation, transparency and aid efficiency for inclusive e-commerce.

More partnerships at
unctad.org/AnnualReport2018



Pamela Coke-Hamilton, Director of the UNCTAD International Trade and Commodities Division, speaks as a panellist during the annual Trade for Sustainable Development Forum of the International Trade Centre, where the UNCTAD BioTrade Initiative was featured, in October 2018.

HIGHLIGHTED PARTNERSHIPS



Solar Impulse Foundation

In December, at the Katowice Climate Change Conference, UNCTAD and the World Alliance for Efficient Solutions, a Swiss non-governmental organization established by Bertrand Piccard's **Solar Impulse Foundation**, agreed to work together to seek out innovative answers to climate change conundrums and bring renewable energy to Africa.



Commission on Science and Technology for Development

In May, we hosted more than 350 partners from the science and technology community, including government officials, science advisors, diplomats and non-governmental organization representatives, at the 21st session of the **UN Commission on Science and Technology for Development**. In July, the Economic and Social Council adopted two recommendations agreed by the Commission.



Fair Trade Advocacy Office

The **Fair Trade Advocacy Office** in Brussels and UNCTAD joined forces in October to improve the living and working conditions of artisans, workers and smallholder farmers and producers in Africa, Asia and Latin America. The partnership focuses on promoting a fair and equitable distribution of benefits along global value chains, especially with respect to small and medium-sized enterprises.





International Islamic Trade Finance Corporation

Under an agreement signed in December, we joined forces with the International Islamic Trade Finance Corporation on a project to assess the readiness of post-conflict Iraq to engage in and benefit from e-commerce. The partnership enables UNCTAD to carry out a Rapid eTrade Readiness Assessment for Iraq, under the Aid for Trade Initiative for the Arab States programme.



East African Community

In December, member countries of the **East African Community** met to make trade within and outside the group cheaper, faster and more straightforward. UNCTAD and the East African Community secretariat organized the meeting with the support of Trade Mark East Africa and the International Trade Centre. At the same meeting, we renewed our cooperation agreement with Trade Mark East Africa for 2019–2021.



ICC Brasil

In April, ICC Brasil, the Brazilian arm of the **International Chamber of Commerce** and UNCTAD signed an agreement to work together as part of the Intelligent Tech and Trade Initiative to enhance international trade and trade negotiations with cutting-edge technologies, such as artificial intelligence and blockchain. By October, the partnership had borne fruit with the introduction of a prototype application, the “Cognitive Trade Advisor”, powered by artificial intelligence and designed to assist trade negotiators.



FEATURED PARTNERSHIPS



Alibaba Business School

The philanthropist and Alibaba founding Executive Chair, Jack Ma, continued his role as UNCTAD Special Advisor for young entrepreneurs and small business until September 2018.

In August, Mr. Ma spoke alongside Secretary-General Mukhisa Kituyi at **Netpreneurs: The Rise of Africa's Digital Lions** at Wits University in Johannesburg, South Africa, to highlight the critical role young “netpreneurs” play in the digital economy and the challenge of converting young talent emerging in Africa into a development dividend.

Also at the event, and as part of a “smart partnership” with the Alibaba Business School, around 30 graduates of the joint UNCTAD and Alibaba Business School **eFounders Fellowship** initiative shared their experiences, while a similar number also participated in the World Investment Forum 2018, the Youth Forum 2018 in Geneva and our first ever **Africa eCommerce Week** in Nairobi, Kenya in December. At these events, the graduates were able to strengthen their network and provide insights to governments on advancing the digital agenda.

After launching successfully in November 2017, eFounders Fellowship study tours to the **Alibaba Business School** in Hangzhou, China, continued in 2018; one for 38 young African netpreneurs in June, and two for participants from Asia in March and November. Altogether, 128 young entrepreneurs from developing countries graduated from the groundbreaking programme in 2018.





Nha Trang University

Together with the **Nha Trang University**, in 2018 we opened a Regional Centre of Excellence in Viet Nam to serve as a hub for upskilling practitioners and policymakers in fisheries and aquaculture in the least developed countries.

The UNCTAD-led fisheries diversification training programme is having a tremendous ripple effect in other policy and regulatory circles. Mozambique, for example, has taken important steps to develop a domestic aquaculture subsector. It also established a multi-sector task force of key ministries, the private sector and civil society to develop a model for developing the marine-based and freshwater aquaculture.

Our partnership with Nha Trang University has already seen tangible impacts, with concrete changes in domestic legislation, institutions and policies in some of the participating countries. The policy and legislative changes are one development in what will be a slew of knock-on impacts that will reshape fisheries and aquaculture in economies that need it the most.

The university and UNCTAD worked with the **Marine Stewardship Council**, the **International Organization for Standardization** and the **Royal Tropical Institute** of the Netherlands on the course modules.

First Regional Training Course on Harnessing the Fisheries Sector for Economic Development in Least Developed Countries



▲ From left: Mussie Delelegn, senior economic affairs officer at UNCTAD, Paul Akiwumi, Director of the Division on Africa and Least Developed Countries of UNCTAD and colleagues from Nha Trang University mark the completion of the first regional training course on Harnessing the Fisheries Sector for Economic Development in November 2018.



Global Trade Helpdesk

We signed an agreement with the **International Trade Centre** and the **World Trade Organization** in November to develop an online platform aimed at providing businesses, particularly smaller firms, better access to trade data and information on potential export markets.

Gaining access to information on tariffs and other requirements for accessing export markets imposes costs on firms wishing to trade, and for small businesses, this can be a substantial barrier to market entry.

Making trade data freely available through a user-friendly interface, the platform, known as the **Global Trade Helpdesk**, will help remove this barrier by providing businesses with the critical information they need to reduce trade costs and participate more profitably in global trade.

In addition to drawing on data from the International Trade Centre, UNCTAD and the World Trade Organization, the Global Trade Helpdesk will integrate trade information from several other international organizations and development banks, including the **Inter-American Development Bank**, the **United Nations Industrial Development Organization** and the **World Bank Group**.



▲ From left: Roberto Azevêdo, Director-General of the World Trade Organization, Arancha González, Executive Director of the International Trade Centre and Mukhisa Kituyi, Secretary-General of UNCTAD join forces on the Global Trade Helpdesk on 23 November 2018.

FEATURED OUTREACH ACTIVITIES

HiveTalks

The room was buzzing at a special event to underline our partnership with civil society representatives in October. Our new format HiveTalks took the form of several rounds of moderated brainstorming with participants circulating between groups to “cross-pollinate” fresh ideas on how to make trade a better tool for development.

Previous meetings, usually comprising formal hearings, have sometimes been short on dialogue, so the HiveTalks dropped the speeches and statements. Deputy Secretary-General Isabelle Durant was the driving force behind the HiveTalks, with experience of the format from her previous work as a vice-president of the European Parliament.

Forty representatives of accredited **non-governmental organizations** took part in the event, held at the Graduate Institute of International and Development Studies of Geneva. They split into five groups to discuss how civil society can work with us on climate change, technology and e-commerce, gender, crisis and resilience, and inequality.



◆ Participants of the Civil Society HiveTalks event in Geneva in October 2018.





▲ Left: Participants at the UNCTAD Summer School in September 2018 listening to Richard Kozul-Wright (right) Director, Division on Globalization and Development Strategies of UNCTAD.

Summer School

The inaugural **UNCTAD Summer School** event kicked off in September with a lecture by Richard Kozul-Wright, Director of the Division on Globalization and Development Strategies of UNCTAD.

The theme of the Summer School event was “Money, finance and debt: Old debates, new challenges,” and Mr. Kozul-Wright spoke about the predicament faced by developing countries in an imbalanced world economy and the history of the contribution of UNCTAD to the debate.

Around 45 members of the Young Scholars Initiative, a global network of researchers and young professionals from a range of universities and other institutions, run by the New York-based Institute for New Economic Thinking, attended the week-long event at the Palais des Nations in Geneva.

Youth Forum

During the UNCTAD World Investment Forum in October, we held our second **Youth Forum** with the participation of over 150 young men and women from more than 70 countries.

The forum provides an opportunity for young people to exchange views and engage directly with thought leaders and experts. In 2018, the event focused on the power of youth entrepreneurship for sustainable and inclusive development.

Interactive sessions, workshops and “youth o’clocks” facilitated a dynamic exchange on shaping the world for 2030 and covered a wide range of topics such as the future of entrepreneurship, smart villages, cybersecurity, blockchain, leadership and teamwork, and women’s empowerment – to name a few.

Among the primary outcomes was a pledge by young people to work systematically with UNCTAD in the creation of **UNCTAD Youth Action Hubs**, a new project to be launched in 2019.

▼ UNCTAD Secretary-General Mukhisa Kituyi (centre) takes a selfie with participants of the UNCTAD Youth Forum in October 2018.



OUR DONORS AND CONTRIBUTORS

TOP DONORS AND CONTRIBUTORS

NETHERLANDS
\$2,203,751

SWEDEN
\$552,547

CHINA
\$550,000

GERMANY
\$2,690,747

IRELAND
\$229,893

UNITED KINGDOM
\$815,865

SWITZERLAND
\$1,762,923

GUYANA*
\$630,000

GABON*
\$1,699,474

BURKINA FASO*
\$705,153

AFGHANISTAN*
\$3,031,640

DEMOCRATIC
REPUBLIC OF THE CONGO*
\$748,830

LESOTHO*
\$1,268,764

AUSTRALIA
\$766,871

*A major part of contributions represents self-financing of ASYCUDA and DMFAS programmes, financed from proceeds of loans, credits or grants from international financial institutions.

Note: Provisional data as of 31 January 2019.

TOTAL VOLUNTARY CONTRIBUTIONS
IN 2018
\$33,584,255

50.2%

DEVELOPING COUNTRIES AND ECONOMIES IN TRANSITION

28.4%

DEVELOPED COUNTRIES

21.4%

OTHER SOURCES

DEVELOPED COUNTRIES
\$9,545,648

NEW ZEALAND
\$523,050

OTHER SOURCES:
INTERNATIONAL ORGANIZATIONS
\$6,145,382

OTHER SOURCES:
VARIOUS
\$746,019

DEVELOPING COUNTRIES AND
ECONOMIES IN TRANSITION
\$16,870,396

OTHER SOURCES:
EUROPEAN COMMISSION
\$276,810



ADER
E

OUR STAFF AND OFFICES

Photo credit: @Rob Beasley / World Bank

OUR SENIOR LEADERSHIP



Shamika N. Sirimanne
Director,
Division on Technology and Logistics



Adnan Issa
Chief, Resources
Management Service



Miguel Bautista
Chief, Intergovernmental
Support Service



Mukhisa Kituyi
Secretary-General



Paul Akiwumi
Director, Division for Africa,
Least Developed Countries and
Special Programmes



Daniel Owoko
Chief of Staff a.i.,
Office of the Secretary-General



Isabelle Durant
Deputy Secretary-General



Pamela Coke-Hamilton
Director, Division on International
Trade and Commodities



Richard Kozul-Wright,
Director, Division on Globalization
and Development Strategies



James Zhan
Director, Division on
Investment and Enterprise

OUR NEW YORK OFFICE

At the heart of UNCTAD work in New York are the intergovernmental bodies and processes centred at United Nations Headquarters, such as the General Assembly, the Economic and Social Council, the Addis Ababa Action Agenda, the High-Level Political Forum on Sustainable Development and many others.

In 2018, we contributed to the reform package being advanced by United Nations Secretary-General António Guterres to ensure that countries benefit from United Nations system expertise and capacity, as a whole, at the national, regional and global levels.

Our New York Office continued to represent UNCTAD in essential meetings, reach out to UN agencies and other stakeholders, including the media, and launch UNCTAD reports to create awareness of our mandate, analysis and technical assistance activities.

We played an active role in the third Financing for Development Forum, convened by the Economic and Social Council in April 2018 at United Nations Headquarters in New York, participating in sessions and holding side events. The forum supported countries' path to sustainable development by brokering partnerships, pursuing innovative finance, leveraging resources and building the necessary capacities.

This was followed in November by the second session of the Intergovernmental Group of Experts on Financing for Development in Geneva. The meeting focused on debt and debt sustainability and interrelated systemic issues in the Addis Ababa Action Agenda.

We helped organize a high-level event on the economic dimensions of intra-African migration during the 73rd session of the UN General Assembly in September 2018 – in support of the Global Compact for Migration signed in December – while in June, we supported political group briefings on the opportunities of technological change at the Multistakeholder Forum on Science, Technology and Innovation.

Also in 2018, the New York Office offered workshops to professors at the University of Public Administration in Quebec, Canada, to help them integrate the Sustainable Development Goals into their curricula, and supported or co-organized such events as the Global Solutions Summit “Creating a Shared Future for Entrepreneurs”, a forum jointly organized with the International Council for Small Business and other partners in May 2018.

Full story at
unctad.org/AnnualReport2018



▲ Chantal Line Carpentier (right), Chief of the UNCTAD New York Office, briefs UNCTAD Secretary-General Mukhisa Kituyi during the High-Level Panel on Migration and Structural Transformation in Africa at United Nations Headquarters, in New York, on 25 September 2018.

Photo credit: @Joel Thomas Sheakoski



▲ Joy Kategekwa (left), Head of the UNCTAD Regional Office for Africa, in conversation with Hanna S. Tetteh, Director-General of the United Nations Office at Nairobi, during UNCTAD Africa eCommerce Week, in Nairobi, Kenya, in December 2018.

OUR ADDIS ABABA OFFICE

The UNCTAD Regional Office for Africa in Addis Ababa has become a trusted technical partner of Governments and regional economic communities in Africa, as well as the African Union Commission, for high-quality advisory services, trade policy support and capacity-building.

In 2018, our presence in Africa bore fruit with our support for the adoption of the historic **Agreement on the African Continental Free Trade Area**. We spearheaded technical cooperation to realize the new and better treatment African countries will enjoy thanks to this agreement, delivering technical studies, negotiation advisory services and training courses.

Together with divisions in UNCTAD, the African Union Commission and the United Nations Economic Commission for Africa, we initiated support for phase II of the negotiations under the Agreement. Drawing on our expertise will allow African

Governments to save time and build on the best models for integration to deliver new markets, industrialization, jobs and structural transformation.

We continued our support to the building blocks of African integration, the regional economic communities, in 2018, including through finalization of a regional services policy review of the Economic Community of West African States.

Meanwhile, a UNCTAD science, technology and innovation policy review of Ethiopia – aimed at anchoring the take-off of the country's digital economy – and the Entrepreneurship Policy Framework – to shape a policy response for small and medium-sized enterprises – also benefited from the coordinating role of our Africa Office.

Full story at
unctad.org/AnnualReport2018



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