

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

2024

# ANNUAL REPORT



Forward together



United Nations

Geneva, 2025



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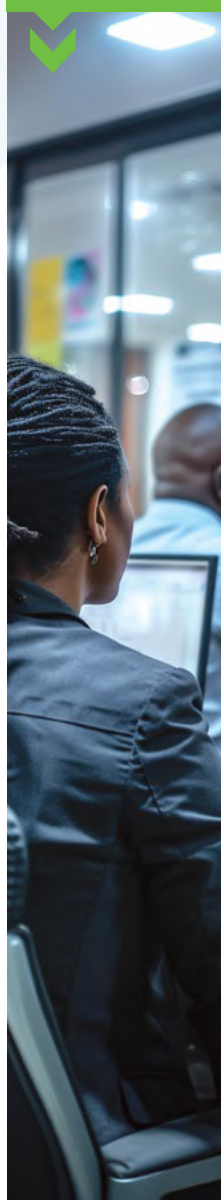
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## Foreword

2024 marked UN Trade and Development's 60th anniversary. Six decades ago, our founders envisioned an institution that would ensure the fruits of globalization would be shared by all. Today, this vision remains our guide, even as the global landscape grows more complex.

The past year was defined by persistent global challenges: Sluggish economic growth, mounting debt distress, retreating investment flows, escalating conflicts and climate emergencies that continue to disproportionately affect developing nations. Trade disruptions in vital maritime corridors—from the Black Sea to the Red Sea and the Panama Canal—threatened food security and exacerbated supply chain fragility. The increasingly contested nature of global trade signaled risks of fragmentation ahead, even as global trade itself grew at a robust pace, with trade in services in the lead.

Against this backdrop, our 60th anniversary celebrations in Geneva provided a moment not just of reflection but of reinvigoration with UN Trade and Development (UNCTAD) showing a new face thanks to the culmination of a rebranding exercise. The presence of heads of state, government representatives and ministers from across the globe demonstrated the continued relevance of our mandate and our institution. More importantly, it offered a platform to articulate a renewed vision for the future—one that acknowledges today's multipolar reality while championing strengthened multilateralism.





Our research and analysis continued to illuminate critical issues, with our flagship reports offering incisive perspectives on everything from maritime chokepoints to the environmental footprint of the digital transition, from rethinking development in the age of discontent to the role of digital governance in investment promotion, from carbon markets in least developed countries to Africa's regional integration and the growing importance of South-South trade. Our work on critical minerals, the blue and green economies and the digital transformation has positioned us at the forefront of emerging development frontiers and their potential for structural transformation, productive diversification and sustainable development. Our continued momentum in growing readership and media citations are a testament to that.

Our capacity to respond to disruptions in global markets was tested and strengthened throughout the year. Our monitoring of maritime trade routes provided vital real-time data to the international community, while our analysis of nearshoring and friendshoring trends helped countries understand and navigate shifting trade patterns. While our updates on global debt levels, financing for development and sustainable investments showed the urgency of systemic reforms to the global financial architecture—one that recognizes both the limitations of existing instruments and the transformative potential of innovative funding mechanisms in an era of compounding global shocks.

In technical cooperation, we expanded our reach and impact, with particular emphasis on supporting the structural transformation needs of Africa, least developed countries, landlocked developing countries and small island developing states. Our programmes in customs automation, debt management, investment capacity building and trade facilitation have equipped developing countries with essential tools to navigate an increasingly complex global economy. Meanwhile, our efforts to integrate a gender and women's empowerment perspective across all areas of our work have gained momentum, supported by a more coordinated institutional approach. In this effort, our institution received important recognition from the United Nations system.

Furthermore, the intergovernmental machinery continued to evolve, with enhanced participation and engagement from member states. This year saw intensive preparations for UNCTAD16 – the organization's 16th quadrennial conference -- in Viet Nam, shaping the substantial agenda for 2025. Our contributions to global forums—from COP29 meetings to the G20 (whose summit we attended for the first time in our history), to the Summit of the Future, to the preparatory meetings of the 4th International Conference on Financing for Development (FfD4) —ensured that the development perspective remained at the heart of international economic deliberations.

The year ahead demands our fullest commitment to our mandate. Developing countries face a formidable array of challenges, from debt sustainability and declining fiscal space to trade disruption and technological transformation. Yet they also possess unprecedented capacities for innovation, cooperation and leadership. UNCTAD's task is to strengthen these capacities through policy analysis, technical cooperation and consensus-building.

Looking forward to UNCTAD16, we remain guided by the principle that first animated our founding, that trade and development must work for all peoples, and nations big and small. 60 years on, this principle has lost none of its urgency or relevance. The tools and approaches may evolve, but the mission endures.

**Rebeca Grynspan**

UN Trade and Development (UNCTAD) Secretary-General





## UN Trade and Development at a glance



**195** member  
States



**515** staff  
members



**81.3** US\$ million in  
regular budget



**58** US\$ million in technical  
cooperation expenditure



**238** publications, research and  
analytical materials, and  
parliamentary documents



**200** projects  
in 70 countries







## Senior Leadership in 2024



Rebeca Grynspan

**Secretary-General**

Officer-in-Charge, Division on Globalization and Development Strategies



Pedro Manuel Moreno

**Deputy Secretary-General**



Adnan T. Issa

**Chief of Staff**

Director, Programme Support and Management Service



Paul Akiwumi

**Director**

Division for Africa, Least Developed Countries and Special Programmes



Nan Li Collins

**Director**

Division on Investment and Enterprise



Luz Maria de la Mora

**Director**

Division on International Trade and Commodities

### New directors appointed in 2024

Division on  
Technology and  
Logistics



Shamika N. Sirimanne

**Director**

(Until 5 November)



Torbjörn Fredriksson

**Rotational**

**Officer-in-Charge**  
(5 November to present)



Angel Gonzalez Sanz

**Rotational**

**Officer-in-Charge**  
(5 November to present)

# Key moments at UN Trade and Development in 2024



## ▶ **75th executive session of the Trade and Development Board**



### **Navigating troubled waters**

Detailed analysis of the impact of global trade disruptions on the Red Sea, the Black Sea and the Panama Canal

FEBRUARY

## ▶ **UNCTAD rebrands to 'UN Trade and Development'**



### **Trade and Development Report Update**

## ▶ **27th session** of the UN Commission on Science and Technology for Development

## ▶ **Global economic fracturing and shifting investment patterns:** A diagnostic of 10 trends and their development implications worldwide

## ▶ **Launch of the UN Secretary-General's Panel on Critical Energy Transition Minerals.**

UN Trade and  
Development co-leads  
the panel's secretariat

APRIL

## ▶ **UN Trade and Development marks 60th anniversary** with **Global Leaders Forum** to chart a new development course in a changing world



### **World Investment Report 2024**

Investment  
facilitation and  
digital government

JUNE



JANUARY



MARCH



MAY



### **The Palestinian economy**

Rapid assessment of the social and economic deterioration in Gaza since the beginning of the military operation after 7 October 2023

## ▶ **International Women's Day** Secretary-General Grynsan **on the air** with calls for bolder efforts to invest in, and create equal opportunities for, women and girls across the globe

## ▶ **7th BioTrade Congress** Global governance for trade and biodiversity

## ▶ **At New York Headquarters,** Secretary-General Grynsan briefs Member States on the development dimension of the Global Digital Compact

## ▶ Secretary-General Grynsan represents UN Trade and Development at the 4th International **Conference on Small Island Developing States**

## ▶ 7th session of the Intergovernmental Group of **Experts on E-commerce and the Digital Economy**

## ▶ **The first UN Global Supply Chain Forum**

## ▶ **Visiting the Panama Canal** Secretary-General Rebeca Grynsan sees first-hand, the impact of climate change on global trade and supply chains







### Review of Maritime Transport 2024

Navigating maritime chokepoints



### 'Trade Day' debuts at UN biodiversity conference 16: Trade as a force for biological diversity conservation, social inclusion and sustainable development

Trade as a force for biological diversity conservation, social inclusion and sustainable development



### Trade against hunger

UN Trade and Development spotlights solutions to address food insecurity while enabling sustainable and resilient food systems in the long run.



### Secretary-General Grynspan calls for sweeping reforms to the global financial architecture

in exclusive interview with UN Library in Geneva



### Trade and Development Report 2024

Rethinking development in the age of discontent



### 76th executive session of the Trade and Development Board

AUGUST

OCTOBER

DECEMBER



JULY



SEPTEMBER



NOVEMBER



▶ 22nd session of the Intergovernmental **Group of Experts on Competition Law and Policy**

▶ 8th session of the Intergovernmental **Group of Experts on Consumer Protection Law and Policy**

▶ 11th session of the Multi-year Expert Meeting on **Trade, Services and Development**

▶ UN Trade and Development at the United Nations **Summit of the Future** and high-level week of the 79th session of the General Assembly



### Report on UNCTAD assistance to the Palestinian people

▶ 8th session of the Intergovernmental **Group of Experts on Financing for Development**

▶ **Climate summit COP29**

UN Trade and Development leads Baku Initiative for Climate Finance, Investment and Trade to foster economic development and collective action on climate change



### Creative Economy Outlook



### The Least Developed Countries Report 2024

Leveraging carbon markets for development









# Office of the Secretary- General

## Strategic focus for 2024

1

**Through results-based management**, an institution more fit for purpose, with greater agility, transparency and impact

2

**A renewed organization at 60 years old**, a strategically curated brand and a forward-looking development agenda for shared prosperity

3

**Steadfast advocacy for developing economies** in an era of compounding global challenges

4

**Coherent support to countries**, aligning research, policy and partnerships to meet national development needs.



## Office of the Secretary-General

### Led by Secretary-General Rebeca

**Grynspan**, UN Trade and Development (UNCTAD) in 2024 strengthened its position as a forward-looking, results-driven organization at the forefront of global efforts to adapt trade and development policies to today's complex and fast-evolving landscape.

Marking its 60th anniversary, the organization accelerated the implementation of its institutional mandate as set out in the Bridgetown Covenant, placing renewed emphasis on innovation, strategic foresight, and supporting member states. Throughout the year, UN Trade and Development advanced its three core pillars – research and analysis, consensus building, and technical cooperation – with striving for impactful delivery, responsive to member states.

UN Trade and Development emerged in 2024 as a re-energized institution, actively curating a more cohesive and strategically lead entity, while adopting cutting-edge tools and innovative approaches to better serve developing countries. It stepped up its

advocacy **for reforming the international financial architecture**, bringing credible, evidence-based leadership to global policy dialogues and reinforcing its role as a **bridge for universally constructive dialogue**.

In keeping with United Nations-wide efforts to strengthen impact and accountability, the organization embedded results-based management through its functions, ensuring that processes and outputs, are measurable and clearly aligned with intended outcomes.

UN Trade and Development stands as a renewed institution – dynamic, responsive, and equipped to deliver on its mission in a world marked by rapid shifts in trade, financing, development priorities, and the multilateral system itself.

## Top performer in the UN system in advancing gender equality

The organization achieved its **best-ever result** in the UN System-wide Action Plan on Gender Equality and Women's Empowerment (SWAP) report, surpassing, for the first time, all other UN entities evaluated.

The SWAP framework assesses the institutional capacity of **74 UN entities** to advance gender equality and women's empowerment – a global goal envisaged

in the 2030 Agenda for Sustainable Development.

The framework uses 17 performance indicators such as strategic planning, policy, leadership, organizational culture, human resources, financial resource tracking, capacity development and communications. For 2023, UN Trade and Development **met or exceeded 93% of these indicators**.





## Gender equality and women's empowerment

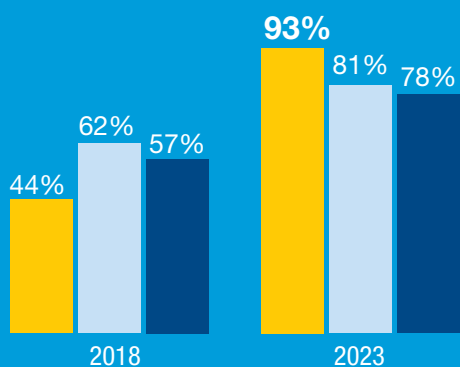
In the SDG Pulse 2024, UN Trade and Development introduced a new set of indicators on gender equality in trade, helping illuminate persistent gaps and inform policy actions for just and equal empowerment of women in international trade. Additionally, the organization, together with fellow UN entities, continues to measure broader progress towards the Sustainable Development Goals (SDGs) through its annual statistical publication, the SDG Pulse series. Powering its substantive work, UN Trade and Development finalized its Trade and Gender Strategy (2025–2027).

The strategy aims to equip countries – particularly developing economies – with the necessary data and policy tools to further women's opportunities in trade and economic development. Its development followed extensive consultations with experts hailing from across Africa, Asia, Europe and the Americas, with diverse backgrounds in academia, policymaking, the private sector and international organizations.



### Comparison of overall performance within the UN system, 2018-2023

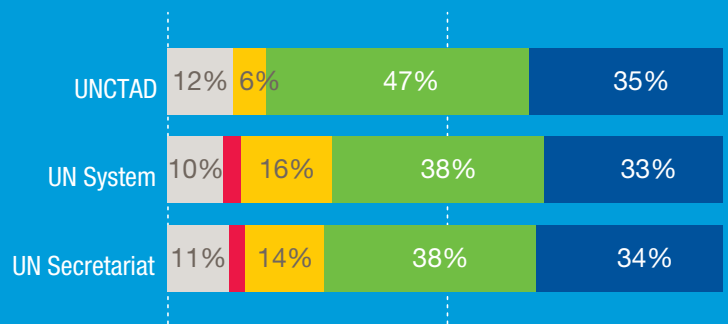
Percentage of ratings meeting/exceeding requirements (not applicable ratings omitted)



● UNCTAD ● UN Secretariat ● UN System

### Comparison of rating within the UN system, 2023

Percentage



● Not Applicable ● Missing ● Approaches ● Meets ● Exceeds

Source: UN System-wide Action Plan on Gender Equality and Women's Empowerment, UN Women





## The Secretary-General's Activities

In 2024, under the leadership of Secretary-General Rebeca Grynspan, UN Trade and Development significantly stepped up its presence, impact and visibility across the global development and policymaking landscape. The organization's repositioning as a responsive, forward-looking institution was reflected in both the Secretary-General's outreach and in the concrete results delivered by a more agile, collaborative secretariat.

A central priority has been strengthening real-time research and thought leadership in the areas of trade, financing, and development. A notable example was the World of Debt Report—an interdivisional and inter-agency effort that brought together UNCTAD, the UN Regional Economic Commissions, UNDESA and UNDP. This flagship publication has influenced major United Nations processes in New York and has been quoted on multiple occasions by the UN Secretary-General himself. Its headline figure—that 3.3 billion people live in countries spending more on debt servicing than on health or education—has been widely cited by world leaders, underscoring its resonance and relevance.

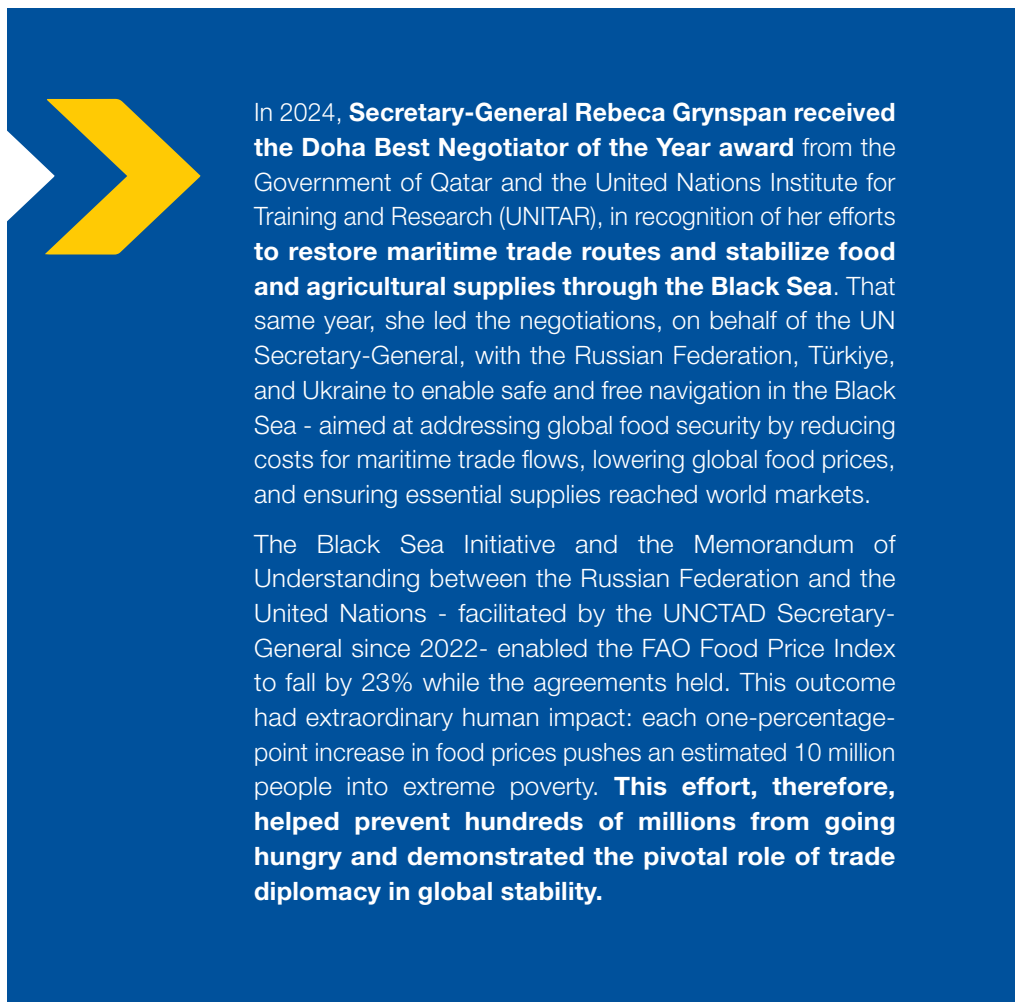
This is real influence, driven by rigorous, high-impact analysis and cross-system teamwork that breaks institutional silos. It exemplifies the new UNCTAD in action: credible, responsive, and strategically positioned at the intersection of global policy and development needs.

Beyond research, the Secretary-General made it a priority to take UNCTAD's voice to the most critical international platforms. In 2024, this included active participation in the Summit of G77, G20, Munic Security Conference, IV International Conference on Small Island Developing States, BRICS, COP, and numerous other high-level fora. Closer engagement with member States was also a defining feature of the year, with 40 official visits undertaken to strengthen dialogue, listen to national priorities, and ensure UNCTAD's work remains closely aligned with its constituency.

Transparency and accountability were also enhanced. The delegates' portal was revamped to improve access and usability, while the Secretary-General's public agenda, statements, and engagements are now regularly published on the UNCTAD website. Secretary-General Grynspan also maintained an open-door policy, making time to meet and consult with delegations as often as possible.

In sum, the work led by the Secretary-General in 2024 was not only about institutional strengthening. It was about "reimagining and revitalizing" the role of UN Trade and Development in a world marked by economic uncertainty, systemic inequality, and multilateral fragmentation. This dynamic leadership is charting a new course for UNCTAD—one that is bold, connected, and ready for the challenges ahead.





## UNCTAD60: Leading calls for a new development course in a changing world

Speaking at the Global Leaders Forum marking the 60th anniversary of UN Trade and Development, Secretary-General Grynspan highlighted the organization, forward-looking agenda.

Echoing the forum's theme, **“Charting a new development course in a changing world,”** Ms Grynspan reaffirmed UN Trade and Development's renewed

commitment to advocating for developing nations in an increasingly interconnected, complex and multipolar global economy.

The secretary-general also urged world leaders to continue drawing inspiration from the organization's founding spirit, recommitting to multilateralism with greater representation in governance, fairer trade rules and less financial inequity.





## Positioning policy solutions for emerging issues

In 2024, UN Trade and Development played a key role in co-leading the secretariat that served the UN Secretary-General's Panel on Critical Energy Transition Minerals.

Against mounting climate challenges, the global quest for renewable energy technology has escalated the demand for critical minerals such as lithium, cobalt, nickel and copper – key to producing solar photovoltaic cells, wind energy, battery storage and electric vehicles.

In a commentary issued on The UN Chronicle in November, Secretary-General Grynspan noted that while many developing countries have significant critical mineral reserves, they currently lack the financing and investment capabilities needed to move up the value chain.

To ensure critical minerals pave the way for shared prosperity, the UN Trade and Development chief underscored the need to update the global trade regime, promote structural diversification and help developing economies turn the tide of commodity dependence.

“It is vital for the global community and multilateral systems to create enabling conditions through fairer trade rules, enhanced support for technology transfer and increased investment in sustainable and resilient infrastructure across the developing world,” Ms Grynspan wrote.

In 2024 the Secretary-General spoke extensively to media, launching the **Digital Economy Report 2024**, the **World Investment Report 2024** and, the **2024 Trade and Development Report and Update**.



© UN Trade and Development | Secretary-General Rebeca Grynspan.





Global Supply Chain Forum and visit to the Panama Canal. In May 2024 the Secretary-General **visit the Panama Canal**, witnessing firsthand the impact of climate change on its operations. The canal's low water levels, exacerbated by the El Nino phenomenon, highlighted the vulnerability of critical infrastructure to climate-related disruptions

© UN Trade and Development | Secretary-General Rebeca Grynspan on a visit to the Panama Canal on 18 and 19 May.







## Deputy Secretary-General Pedro Manuel Moreno

### 2024 activity highlights

Throughout the year, Deputy Secretary-General Pedro Manuel Moreno reinforced the role of UN Trade and Development in addressing complex global challenges, promoting sustainable development and ensuring that trade catalyzes positive change.

He led preparations for the organization's 60th anniversary (UNCTAD60) and its upcoming 16th quadrennial conference (UNCTAD16), helping shape a future-ready organizational agenda.

He **steered inter-divisional working groups** to enhance coherence, synergies and the co-creation of substantive work, such as trade and climate, critical energy transition minerals, publications,

statistics, interactions with the World Trade Organization, and a nascent data science incubator to leverage artificial intelligence.

Furthermore, he oversaw **internal management** related to human resources and resource mobilization to support the organization's mission and strategic goals.

As **chair of the advisory board of the ASYCUDA** programme, Mr Moreno oversaw efforts to help modernize customs operations and facilitate trade worldwide.

He also helmed UN Trade and Development's internal advocacy working group on addressing discrimination and harassment in the workplace.



© China International Import Expo (CIIE) | Deputy Secretary-General Moreno addressed the 7th Hongqiao International Economic Forum and CIIE in Shanghai, China on 5 November. He spoke about issues related to sustainable development in the global South, cooperation between China and Africa, while reflecting on the 30th anniversary since the inception of the World Trade Organization.





## Advocating a new development course in a changing world

At a ministerial-level event held in Bandung, Indonesia, in May, Deputy Secretary-General Moreno highlighted the need for a forward-looking agenda and more policy support for equitable development.



## UN Summit of the Future

Deputy Secretary-General Moreno played a key role in driving UN Trade and Development's contributions to the landmark summit in September, where world leaders adopted the Pact for the Future and its annexes, the Global Digital Compact

and Declaration on Future Generations. Mr Moreno has called for building on the summit's momentum to build inclusive digital economies, during the high-level week of 79th session of the United Nations General Assembly.

© Economic Research Institute for ASEAN and East Asia | Deputy Secretary-General Moreno (middle) on 14 May 2024 spoke to a high-level meeting in Bandung, Indonesia, which was as part of a series of events to mark UN Trade and Development's 60th anniversary.

## Critical energy transition minerals

Co-leading the secretariat of the UN Secretary-General's Panel on Critical Energy Transition Minerals (CETM), Mr. Moreno actively shaped the panel's work towards an outcome that enhances justice and equity across the CETM value chains.

Concluding its work in September, the panel has recommended guiding principles and actions to help ensure the global energy transition fully benefits all countries and communities rich in critical minerals.

## Promoting consumer protection and competition

In this regard, Mr Moreno spoke at a range of high-profile global events, most notably the intergovernmental expert meetings on consumer protection and competition law and policy in Geneva in July, the 1st Arab Consumer Protection Forum in Manama,

Bahrain, in February, and giving a scene-setting speech to the plenary of the OECD Consumer Policy Ministerial Meeting held in October in Paris, France.



© OECD | Deputy Secretary-General Moreno spoke at the Consumer Policy Ministerial Meeting hosted by the Organisation for Economic Co-operation and Development (OECD) on 8 and 9 October 2024 in Paris, France.

## Moving the needle on trade, climate action and biodiversity

The deputy secretary-general coordinated organization-wide preparations for the United Nations climate change conference COP29, including the launch of the Baku Initiative for Climate Finance, Investment and Trade.

At the 16th UN biodiversity conference (COP16) held in Cali, Colombia, in October, Mr Moreno opened the inaugural "Trade Day", to highlight how sustainable trade can power biodiversity conservation, better livelihoods and sustainable development.





## Intergovernmental Outreach and Support Service: Supporting multilateralism

**In the face of an increasingly complex geopolitical landscape, the Intergovernmental and Outreach and Support Service (IOSS) worked with Member States to forge consensus, uphold multilateralism and address the diverse needs and perspectives of all parties involved.**



**323**  
**events**  
in 2024

### Strong engagement from Member States in intergovernmental processes

In 2024, IOSS organized 323 meetings dedicated to addressing priority issues outlined by UN Trade and Development. This reflects a growing interest in fostering dialogue and collaboration by Member States on crucial global topics.

In 2024, approved registrations totaled 10,078. The number of events that required online registration to attend was 166. This shows a strong interest in UN Trade and Development initiatives from Member States and other stakeholders worldwide.

### Supporting Member States

Member States were advised, as requested, on critical issues related to trade and development and received support in the preparation of their position papers. Informal negotiations among members facilitated the formulation of agreed policy recommendations, which emerged as outcomes from the various intergovernmental group of experts, commissions, and the Trade and Development Board.



© UN Trade and Development (UNCTAD) | UN Commission on Science and Technology for Development, twenty-eighth session



# 60<sup>th</sup> anniversary of UN Trade and Development (UNCTAD)





## Unprecedented times prompting new development thinking

Created by the UN General Assembly in 1964, UNCTAD has since stood as a beacon of support for developing nations through its cutting-edge research and analysis, technical cooperation and consensus-building. Explore 60 years of action and impact

As Secretary-General Rebeca Grynspan said, UNCTAD60 was “**an opportunity to reflect on the lessons learned over the past six decades and forge a new path forward, with a shared vision for the future.**”



UN Trade and Development | Secretary-General Rebeca Grynspan (first row, fifth from left) at the opening of the Global Leaders Forum on 12 June, alongside UN chief António Guterres (first row, fifth from right) and Federal Councillor Guy Parmelin of Switzerland, the country that has hosted UN Trade and Development headquarters since 1964.



## Strong presence of the global South

The Global Leaders Forum featured messages – in person and by video recording – from the presidents and prime ministers of **Barbados, Brazil, China, Comoros, Cuba, the Dominican Republic, Madagascar and Timor-Leste.**

Echoing the recognition by Secretary-General Guterres, the leaders commended UN Trade and Development's increasing effectiveness in helping developing countries benefit from the global economy, advancing South-South cooperation and North-South dialogue.

They also highlighted the organization's expert policy analysis on pressing global challenges surrounding new green industrial policies, foreign investments, international financial systems, the digital economy and supply chain disruptions.

In addition, China announced a five-year support package of \$20 million to help accelerate progress towards the 2030 Agenda for Sustainable Development.



Barbados  
*Prime Minister*  
**Mia Amor Mottley**



Brazil  
*President*  
**Luiz Inácio Lula da Silva**



China  
*President*  
**Xi Jinping**



Comoros  
*President*  
**Azali Assoumani**



Cuba  
*President*  
**Miguel Díaz-Canel**



Dominican Republic  
*President*  
**Luis Abinader**



Madagascar  
*President*  
**Andry Nirina Rajoelina**



Timor-Leste  
*Prime Minister*  
**Kay Rala Xanana Gusmão**



**Beyond legacy, a revitalized organization with a forward-looking vision for shared prosperity, building on six decades of impact and staunch advocacy for developing economies.**

In 2024, UN Trade and Development marked its 60th anniversary (UNCTAD60), with a series of events across Jakarta, Addis Ababa and around the world.

Official celebrations culminated in the Global Leaders Forum held on 12-14 June in Geneva, themed “**Charting a new development course in a changing world**”.

Sounding a clarion call to “**Forward together**”, the forum convened over 1,100 participants from 152 countries—including heads of state and government, 28 ministers of trade and foreign affairs, civil society and private sector representatives, Nobel Prize winners, leading economists and international organizations.

Secretary-General Rebeca Grynspan was joined by UN Secretary-General António Guterres and President Dennis Francis of the 78th session of the UN General Assembly.

“

***Your role remains essential***



“

*We must channel the courage and wisdom of those who built UNCTAD, to reimagine a world where trade is a force for shared prosperity, not geopolitical rivalry, where global supply chains are a source of green innovation and climate action, not environmental damage, and where sustainable development is a central goal, not an afterthought.*

UNITED NATIONS | Secretary-General  
António Guterres



6

# decades of development milestones

1964 – 2024

1964

## UNCTAD I

Geneva, Switzerland

The first session of the United Nations Conference on Trade and Development (UNCTAD I) is held from 23 March to 16 June in Geneva, Switzerland.

The Group of 77 (G77) is founded at UNCTAD I.

1968

## UNCTAD II

New Dehli, India

UNCTAD II (New Delhi, India) adopts a resolution calling for the establishment of the Generalized System of Preferences.

The Group of Twenty-Four (G-24) is created by developing countries, giving a greater role to UNCTAD in international monetary affairs and development.

1972

## UNCTAD III

Santiago, Chile

UNCTAD issues a strong call to make the global economic system work for developing countries in UN General Assembly resolutions 3201 and 3202(S-VI).

1976

## UNCTAD IV

Nairobi, Kenya

UNCTAD IV (Nairobi, Kenya) adopts the Integrated Programme for Commodities in response to the challenges faced by developing countries dependent on exports of raw materials.

1967

The Handbook of Statistics report series is launched.

1968

The Review of Maritime Transport report series is launched.

1971

The UN recognizes the least developed countries category through the efforts of UNCTAD and the Committee for Development Planning.

19

64

1964

**Raúl Prebisch** (Argentina) is appointed the first Secretary-General of UNCTAD (1963–1969)



68

1969

**Manuel Pérez-Guerrero** (Venezuela) is appointed Secretary-General of UNCTAD (1969–1974).



72

1974

**Gamani Corea** (Sri Lanka) is appointed Secretary-General of UNCTAD (1974–1984).



76





## 1979 UNCTAD V

Manila, Philippines

The UN General Assembly designates UNCTAD as the system-wide focal point for competition law and policy.

The UN General Assembly designates UNCTAD to lead the preparations for the UN Conference on the Least Developed Countries. It has led the preparations for all five editions of the conference.

## 1983 UNCTAD VI

Belgrade, Serbia

UNCTAD launches the Automated System for Customs Data (ASYCUDA) programme and the Debt Management and Financial Analysis System (DMFAS) programme to support developing countries.

## 1987 UNCTAD VII

Geneva, Switzerland

UNCTAD creates the Empretec entrepreneurship capacity-building programme to support entrepreneurs and smaller businesses, particularly in developing countries.

Strong support from UNCTAD leads to the adoption of the Global System of Trade Preferences among Developing Countries, which enters into effect in 1989.

## 1992 UNCTAD VIII

Cartagena, Colombia

UNCTAD is appointed Secretariat for the UN Commission on Science and Technology for Development, which since 2006 has served as the focal point for system wide follow-up of the World Summit on the Information Society outcomes.

UNCTAD VIII (Cartagena, Colombia) adopts a New Partnership for Development.

**1981**

The Trade and Development Report series is launched.

**1984**

The Least Developed Countries Report series is launched.

**1991**

The World Investment Report series is launched.

79

83

87

92

**1986**

**Kenneth K.S. Dadzie** (Ghana) is appointed Secretary-General of UNCTAD (1986–1994).





1996

## UNCTAD IX

Midrand, South Africa

Supported by UNCTAD, Botswana becomes the first nation to graduate from the UN category of least developed countries.

2000

## UNCTAD X

Bangkok, Thailand

2004

## UNCTAD XI

São Paulo, Brazil

UNCTAD XI (São Paulo, Brazil) launches the third round of Global System of Trade Preferences negotiations, which concludes in 2010.

2008

## UNCTAD XII

Accra, Ghana

UNCTAD XII (Accra, Ghana) launches the UN Inter-Agency Cluster on Trade and Productive Capacity, comprising 15 UN agencies, including UNCTAD, to boost UN system-wide coherence. The World Investment Forum, a key global event to harness investment for sustainable development, is launched during UNCTAD XII.

2012

## UNCTAD XIII

Doha, Qatar

UNCTAD XIII (Doha, Qatar) features gender equality prominently in the trade agenda.

2001

The E-commerce and Development Report series is launched. It becomes the Information Economy Report in 2005 and then the Digital Economy Report in 2019.

2000

The Economic Development in Africa Report series is launched.

2010

The Technology and Innovation Report series is launched.

### Late 1990s

"Positive Agenda" – UNCTAD redoubles efforts to support developing economies to actively participate in global trade negotiations.

96

1995

**Rubens Ricupero** (Brazil) is appointed Secretary-General of UNCTAD (1995–2004).



20

00

04

08

12

2005

**Supachai Panitchpakdi** (Thailand) is appointed Secretary-General of UNCTAD (2005–2013).



**2016**

**UNCTAD 14**

Nairobi, Kenya

UNCTAD opens a Regional Office for Africa in Addis Ababa, Ethiopia, to directly provide high-level technical expertise and advisory services to African countries and regional organizations.

The General Assembly adopts the revised UN Guidelines for Consumer Protection. UNCTAD serves as the focal point on consumer protection issues within the UN system.

**2021**

**UNCTAD 15**

Bridgetown, Barbados

UNCTAD opens a Regional Office for Africa in Addis Ababa, Ethiopia, to directly provide high-level technical expertise and advisory services to African countries and regional organizations.

The General Assembly adopts the revised UN Guidelines for Consumer Protection. UNCTAD serves as the focal point on consumer protection issues within the UN system.

**2024**

UNCTAD rebrands to UN Trade and Development (UNCTAD) to improve the understanding and impact of its mission, ensuring that the perspectives of developing countries are heard in all global economic, trade and development processes.

**16**

**2013**

**Mukhisa Kituyi** (Kenya) is appointed Secretary-General of UNCTAD (2013-2021).



**21**

**2021**

**Rebeca Grynspan** (Costa Rica) makes history as the first woman appointed Secretary-General of UNCTAD.



**24**





# Management highlights

## The role of UN Trade and Development (UNCTAD) within the United Nations

### UN Trade and Development: Record-high participation in cooperation frameworks for improved coherence, impact and recognition at the country level

In 2024, UN Trade and Development assistance delivered with partner agencies from the UN Inter-Agency Cluster on Trade and Productive Capacity reached a record high with participation in 46 **UN Sustainable Cooperation Frameworks**

(**UNSDCFs**). Through this assistance, the organization addresses Member States' requests to "further enhance UNCTAD collaboration with the UN resident coordinator system" and continue its efforts in strengthening inter-agency and interdivisional cooperation to best respond to the current and future global challenges and achieve the 2030 Agenda for Sustainable Development.



UNCTAD highly committed to the UN reform with **record participation in 46 UNSDCF**

## Management commitments

**100%** of 2024 audit recommendations implemented

To ensure robust, independent oversight of its activities, UN Trade and Development strictly adheres to all recommendations from the 2024 audit. Various entities assure independent oversight of UNCTAD, including the Office of Internal Oversight Services (OIOS), which constitutes the internal oversight body of the United Nations, and the Board of Auditors, through which Member States provide external audits to the United Nations on a rotating basis. In the last five years, the Office of Internal Oversight Services conducted four audits at UNCTAD. The audits focused on UNCTAD Statistics, the Automated System for Customs Data (ASYCUDA), the implementation of the

delegated authority framework at UNCTAD and the Division on Investment and Enterprise. All recommendations due for 2024 were implemented.

UN Trade and Development holds high standards of ethics and integrity. This includes proactively identifying and mitigating any potential conflicts of interest and zero tolerance of sexual harassment and abuse, as well as taking environmental responsibility seriously. In yearly leadership dialogues, managers discuss ethical challenges in the workplace. The topic in 2024 was "Navigating outside activities", focused on understanding the policies and procedures related to managing external engagements while upholding our shared values and responsibilities within the United Nations.



**100%** of 2024 audit recommendations **implemented**

## Financial disclosure programme

UN Trade and Development continued to adhere to the United Nations Financial Disclosure Programme (UNFDP), which is designed to identify, resolve and mitigate conflict-of-interest risks arising from staff members' personal financial assets, liabilities, investments and outside activities.

All staff members at the director level and above, and those with specific financial and procurement responsibilities are required to complete a confidential online annual disclosure of their assets, liabilities, outside activities and affiliations for themselves, their spouses and dependent children.






## Zero tolerance of sexual harassment and abuse

UN Trade and Development has made multiple commitments to keep staff and conference participants safe. It adheres to the initiatives of UN Secretary-General António Guterres to prevent and respond to sexual exploitation and abuse, and the United Nations Model Code of Conduct to prevent harassment. As an institution, UN Trade and Development requires all

its partners to affirm their zero tolerance for sexual harassment, exploitation and abuse, and firmly commits to preventing incidents. It also has a due diligence process that requires that prospective partners do not have any convictions, charges, or investigations relating to sexual abuse and/or harassment.

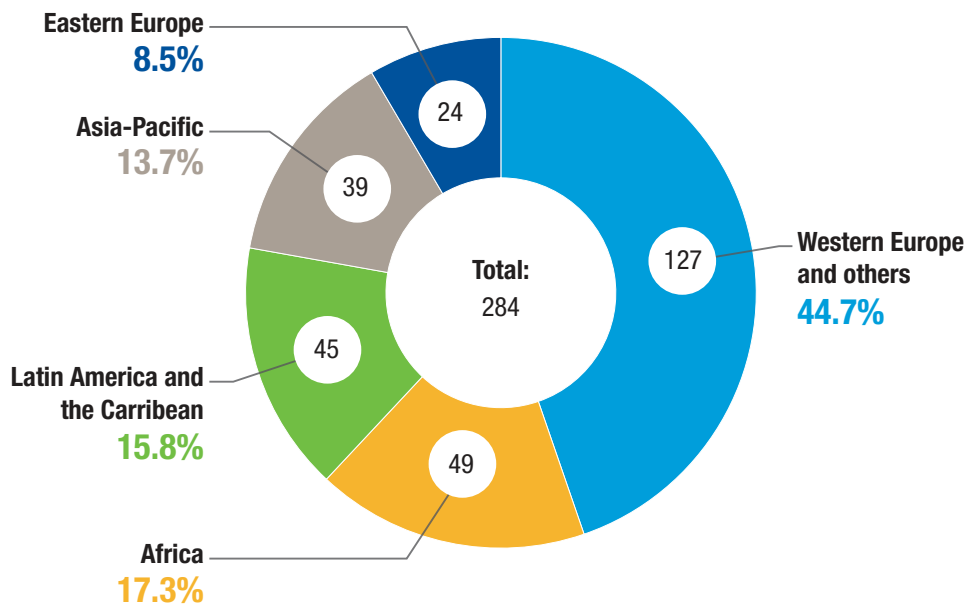
  
**+7%**  
of increase in  
the proportion  
of female staff

## Working towards gender parity

UN Trade and Development continued to foster gender mainstreaming and equitable geographical representation of staff. The proportion of female staff increased by seven percentage points (from 35% to 42%) between December 2020 and

December 2024. Progress on this front takes various forms and remains a priority for management. In 2024 the organization made significant progress in women's representation at the D-2 level, reaching 60% against the target of 50%.

## Geographic diversity



Since Secretary-General Grynspan assumed office in September 2021, UN Trade and Development made consistent, ongoing efforts towards broader geographic representation of its staff. The share of staff from less-represented regional groups has

been steadily increasing. In 2024, the staff representation of two regions grew — Latin America and the Caribbean, and Eastern Europe, while that of Western Europe and others, Africa and Asia-Pacific fell slightly.

## Environmental responsibility



UN Trade and Development remains dedicated to helping combat climate change by integrating environmental sustainability into its facilities and operations. Since 2007, the United Nations Environment Programme annually collects and analyses environmental impact information for each United Nations entity. This data is published and available in the 2024 “Greening the blue” report. UNCTAD is a non-resident agency co-located at the Palais des Nations in Geneva.

All operations are managed by the United Nations Office at Geneva, and this includes offsetting emissions, managing waste and water, energy efficiency, sustainable cafeterias, park management and more.

At UN Trade and Development, efforts are underway to become more sustainable. The organization eliminated all 400 printers and replaced them with network printers. Most desktop computers were replaced with laptops. It also created an enabling environment in which most files and workflows have been digitized. As a result, the organization **significantly reduced printing-related emissions by consuming less supplies, paper and energy.**

It continues to learn from the COVID-19 pandemic to host and engage in virtual and hybrid events when appropriate. This reduces carbon emissions, thanks to less travel and the need for paper documents. Annual carbon offsets are purchased to offset the organization’s limited travel needs. All UNCTAD services, including research and policy advice to clients throughout the world, are also available online.

As part of the internal clearance process for new technical cooperation programmes, the organization has put into place a checklist on environmental aspects, to be completed by project managers.





# Communications



A renewed and unified brand, revamped online presence for UN Trade and Development (UNCTAD) homepage and intranet, more press coverage, growing numbers of viewers, readers, social media followers and so much more.





## Building on legacy and adapting to the future

**A clearer voice**

**A stronger presence**

### The United Nations Conference on Trade and Development rebrands to UN Trade and Development (UNCTAD)

In April 2024, the United Nations Conference on Trade and Development rebranded as UN Trade and Development (UNCTAD) to project a clearer voice and greater visibility as the UN's lead agency on trade and development. Marking its 60th anniversary, this forward-looking shift, led by Secretary-General Rebeca Grynspan, strengthens UNCTAD's ability to communicate its impact and relevance in today's complex global landscape. With a renewed brand and sharper identity, UNCTAD is better equipped to champion inclusive growth, support developing countries, and deliver research, cooperation, and dialogue that help shape a fairer, more sustainable global economy.



Effective communication is part of our mandate delivery. On this front, our results speak for themselves.

– Secretary-General Rebeca Grynspan at the 75th executive session of the Trade and Development Board



© UN Trade and Development (UNCTAD)





# Communications and External Relations: Strengthening visibility, engagement and strategic impact

## Strategic communications at UNCTAD

Communication has become a strategic pillar in enhancing the visibility and relevance of UNCTAD's voice in the global arena. In a complex and rapidly evolving world marked by geopolitical tensions, economic uncertainty, and rising inequality, the ability to communicate clearly, consistently, and credibly is essential. UNCTAD has embraced this challenge by investing in a stronger brand identity, clearer messaging, and more accessible narratives that reflect the realities and aspirations of developing countries.

The recent rebranding to "UN Trade and Development (UNCTAD)" exemplifies this shift — a move designed not just for recognition, but for impact. By aligning its image with its mission, UNCTAD now speaks with greater

clarity and resonance to policymakers, media, civil society, and the broader public. Its communication strategy supports thought leadership, amplifies evidence-based research, and positions the organization as a trusted voice on trade and development.

Under Secretary-General Rebeca Grynspan's leadership, communication has evolved from a support function to a central driver of institutional influence. From strategic campaigns and digital engagement to high-level events and partnerships, UNCTAD is now better equipped to shape the global agenda, elevate the voice of the Global South, and champion development at the heart of economic decision-making.

**In 2024, UNCTAD was recognized on the 9<sup>th</sup> Geneva Engage Awards**







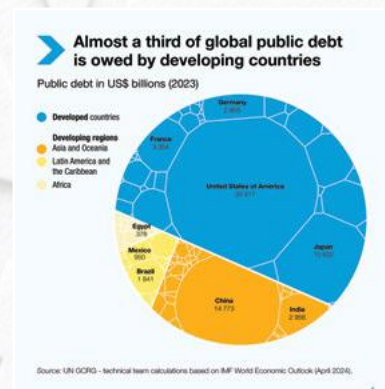
# Key results and highlights



## A new brand identity: UN Trade and Development

The official transition from "UNCTAD" to **"UN Trade and Development (UNCTAD)"** in April 2024 marked a defining moment in the organization's history. The rebranding process, managed and executed by the communications team, was the first comprehensive review of UNCTAD's global brand footprint in six decades.

This work laid the foundation for a more modern, accessible and impactful identity aligned with the organization's evolving strategic direction.





## UNCTAD60 campaign and events

UNCTAD60 events, from Bandung and Addis Ababa to Geneva and beyond, achieved exceptional visibility.

The dedicated webpage gained over 30,000 views since the anniversary campaign was launched, with audiences worldwide following the live streaming of the Global Leaders Forum debates.

Mainstream media outlets have extensively covered the anniversary celebrations with

over 2,100 articles published in more than 31 languages by major news channels including the Associated Press, Radio France Internationale, Swissinfo, Infobae, Cronista, Xinhua and Prensa Latina.

UN Trade and Development's social media channels also experienced an unprecedented reach of over 105 million people globally, generating 8,132 posts and 17,876 engagements.



## Enhanced digital communication: Renewed website

UNCTAD produced a new website, with greater investment in delegates portal and the publications minisites to ensure greater traffic to UNCTAD's research and data.

## Growth in global media and social media engagement

Targeted communication campaigns and proactive media outreach led to a year-on-year increase in visibility across multiple platforms:

- **Media coverage** expanded, with UN Trade and Development cited in top-tier outlets, including The Financial Times, Reuters, Al Jazeera and Le Monde.



## Effective Communication: Fact and figures

Social media followers grew significantly across LinkedIn, X (formerly Twitter), YouTube and Instagram. Average engagement rates improved, and total video views increased by **over 40%** compared to 2023.

These trends in increased multimedia production show an increased effort in outreach and communication of UN Trade and Development's messages and growth of our global audiences and outreach to our stakeholders.

### Implementation of UNCTAD's new internal communication strategy: Intranet and biweekly staff newsletter, townhall and events

Effective internal communication remained a priority in 2024. The communications team coordinated regular briefings, message alignment on corporate initiatives and internal campaigns to raise awareness of the rebranding and strategic priorities.

The communications task team served as a key contributor to ensure cross-organizational alignment and timely dissemination of information, contributing to more coherent institutional messaging and a stronger internal culture of collaboration.



### News and media

**208**  
news articles  
published in 2024

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**63**  
press releases  
▲ **11%** from 2023  
sent to

---

**433,000**  
journalists worldwide  
▲ **22%** from 2023

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**49**  
episodes of The  
Weekly Tradecast  
played  
**135,029**  
times  
▲ **63%** from 2023

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### Media

**+8%** global  
reach by key media



## Website

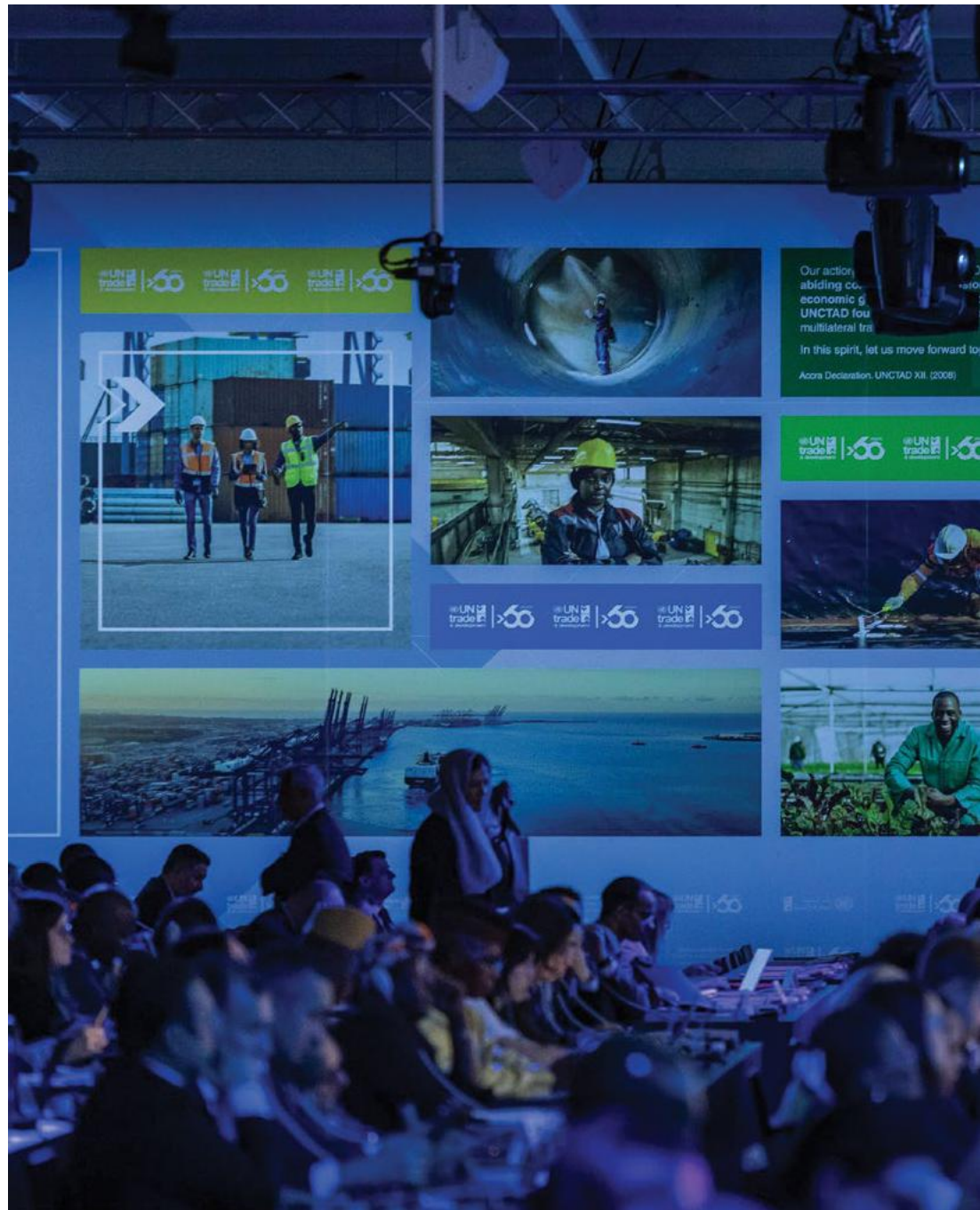
Total page  
views reached  
**7.1 million**

**432**  
meeting pages  
produced in  
2024, totaling  
**387,119**  
views

↑ **31%** from 2023

Publication  
downloads:  
**582,736**  
times

**106**  
publication  
pages with  
**1,387,004**  
views



## Social media, campaigns and multimedia

**361**  
videos produced in 6 UN official languages, plus  
Swahili, Hindin, Urdu and Portuguese **a sharp  
increase from 98 in 2022 and 318 in 2023**







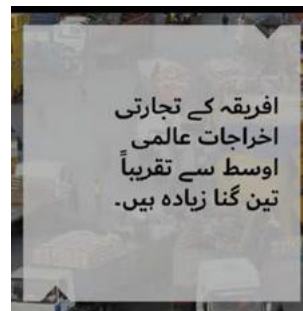
## Corporate social media accounts

Reached over  
**7.7 million**  
audiences

▲ **20%** from 2023

Gained  
**80,000** new  
followers in 2024,  
▲ **14%** from the  
previous year

Held  
**44** livestream  
sessions  
▲ **132%** from 2023





## Major publications

Research and analysis are a key pillar of UN Trade and Development's work. In 2024, the organization released **134 publications**, including official and non-official documents. Additionally, **104 parliamentary documents** were published. Through evidence-based and data-driven analysis, UN Trade and Development helps inform policy actions at global and national levels and improve economic, social and environmental outcomes for all.

### Flagship publications<sup>1</sup>

Launched on  
**20 June**



### World Investment Report

Global foreign direct investment remained weak in 2023 amid an economic slowdown and rising geopolitical tensions, with funding down over 10% for sectors crucial to the Sustainable Development Goals, the World Investment Report 2024 finds.

The report emphasizes that business facilitation and digital government solutions can address low investment by creating a transparent and streamlined environment, and supporting broader digital government development, benefiting developing nations in particular.

- ▶ Received wide media coverage, having generated 1,895 articles by 1,229 news outlets in 34 languages.
- ▶ It also contributed 46,000 views to UNCTAD.org,
- ▶ Reaching more than 410,000 audiences through UN system-wide social media accounts – up 162% from 2022.

Launched on  
**10 July**



### Digital Economy Report

The Digital Economy Report 2024 highlights the urgent need for environmentally sustainable and inclusive digitalization strategies.

It flags that developing countries bear the brunt of the environmental costs of digitalization but reap fewer benefits.

It calls for bold action and a global shift towards a circular digital economy, focusing on circularity by design through durable products, responsible consumption, reuse and recycling, and sustainable business models.

- ▶ Downloaded 3,100 times
- ▶ Media engagement was up 355% compared to 2021
- ▶ More than 310 news outlets covering the report in 15 languages
- ▶ The report has gained 17,000 views on the web
- ▶ Reached 410,000 audiences through UN Trade and Development social media accounts

<sup>1</sup> UN Trade and Development's flagship publications also include the Economic Development in Africa Report and the Technology and Innovation Report series. The 2024 edition of the former was released on 10 February 2025. The latter publishes biennially, with the latest edition launched on 7 April 2025.





Launched on  
**22 October**

## Review of Maritime Transport

The Review of Maritime Transport 2024 examines the unprecedented disruptions to the world's major shipping routes like the Suez and Panama Canals and their impact on vulnerable economies.

It underscores the need for sustainable and resilient infrastructure, a faster transition to low-carbon shipping and a crackdown on fraudulent ship registrations to safeguard global trade.

- ▶ Downloaded 7,345 times.
- ▶ It has gained 30,000 views on UNCTAD.org
- ▶ Generated more than 430 media articles in 13 languages
- ▶ Potentially reaching 55% more readers than in 2023.
- ▶ Related content on social media has reached some 370,000 audiences through UN Trade and Development's corporate accounts.



Launched on  
**4 November**

## The Least Developed Countries Report

The Least Developed Countries Report 2024 zooms in on carbon markets, where permits to offset a specific amount of carbon emissions are bought and sold.

Using data-driven analysis and case studies, the report provides a roadmap for least developed countries to leverage these markets to mobilize capital for sustainable development, bridging gaps between economic growth and climate action.

- ▶ The report came ahead of the UN's annual climate change conference COP29 where much attention was on climate finance.
- ▶ Downloaded 1,211 times,
- ▶ Generated 8,500 views on UN Trade and Development's website
- ▶ reached 560,000 social media users – up 155% from 2023.
- ▶ More than 95 media outlets worldwide have covered the report.



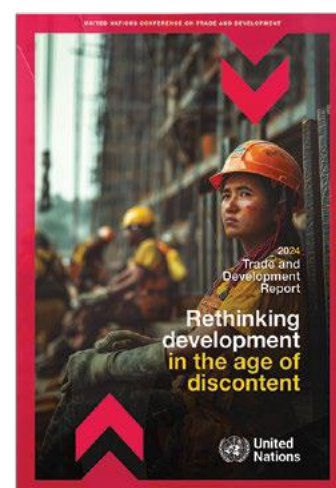
Launched on  
**29 October**

## Trade and Development Report

The 2024 Trade and Development Report 2024 calls for a fundamental rethink of development strategies amid a global slowdown and rising social discontent.

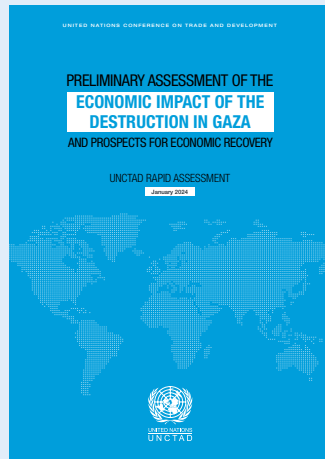
It urges developing countries to prioritize economic resilience and diversification, moving beyond manufacturing-led export models. It also calls for stronger multilateral action to improve tax cooperation, ensure an equitable energy transition and build a development-focused global financial system.

- ▶ Downloaded 1,119 times
- ▶ Viewed 13,000 times on UNCTAD.org.
- ▶ 438 media outlets worldwide have covered the report in 15 languages
- ▶ Potentially reaching 55% more readers than in 2023.
- ▶ The report has engaged more than 250,000 audiences through UN Trade and Development's social media accounts.





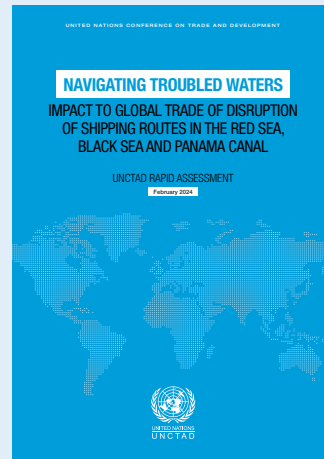
## Rapid assessments



### Economic impact of the destruction in Gaza and prospects for economic recovery

The report, released on 31 January, examines the social and economic deterioration in Gaza since the beginning of the military operation after 7 October 2023.

It quantifies GDP loss, recovery timelines and the enduring effects on poverty and household expenditure, painting a daunting picture of the development challenges ahead.



### Navigating troubled waters: Impact to global trade of disruption of shipping routes in the Red Sea, Black Sea and Panama Canal

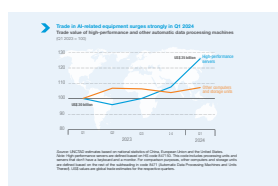
For the first time, the world faces simultaneous disruptions – arisen from geopolitical uncertainties and climate-induced droughts – in major maritime trade waterways.

The report, published on 22 February, sounds alarms over the far-reaching global implications for inflation, food and energy security.



Global trade recovers, but unevenly.

- ▶ Stronger 2024 trade growth in emerging and developing economies, but uneven recovery in developed countries
- ▶ Trade growth slowed across sectors, with services and high-tech goods showing stronger recovery
- ▶ Global trade growth will remain uneven, with services and high-tech goods showing stronger recovery
- ▶ The outlook for 2024 remains positive, but geopolitical risks and industrial policies will continue to shape trade patterns



## Other top-performing publications

### The Global Trade Update series

This series ran three editions in March, July and December 2024, with up-to-date analysis on the evolution of imports and exports across regions and economic sectors.

It also explores current and emerging trade policy issues and their impact on development in a fast-changing global economy.



## Global economic fracturing and shifting investment patterns: A diagnostic of 10 foreign direct investment (FDI) trends and their development implications

The report, launched on 23 April, sheds light on ten transformational shifts in investment priorities across industries and regions, shaped by trends in global value chains and geopolitical dynamics.

It underscores the urgent need to align strategies with evolving investment trends to ensure that FDI benefits are distributed equitably and support broad developmental goals.



## A world of debt 2024: A growing burden to global prosperity

Global public debt reached a historic peak of \$97 trillion in 2023, according to the report published on 4 June.

The unprecedented surge in debt burdens calls for urgent reforms to global financial systems to safeguard a prosperous future for both people and the planet.



## Creative Economy Outlook 2024

The analysis, published on 11 July, spotlights the pivotal role of creative industries in driving trade and economic growth.

With digitalization profoundly impacting the production and consumption of creative goods and services, the report calls for robust regulatory frameworks to ensure technologies – such as artificial intelligence – benefit everyone and foster an inclusive creative economy.



## Trade against hunger: Exploring trade actions to fight acute food insecurity and the threat of famine

The report, released on 12 December, highlights the solutions trade can offer to address the immediate challenges of hunger while enabling sustainable and resilient food systems in the long run.

Global food insecurity has surged in recent years, with over 280 million people facing acute food insecurity – an emergency that threatens lives and requires urgent global attention.











# Division for Africa, Least Developed Countries and Special Programmes

## Strategic focus

1

**Helping the most vulnerable economies**  
boost resilience to external shocks.

2

**Supporting least developed countries'**  
(LDCs) efforts in economic diversification and  
sustainable graduation.

3

**Crafting holistic strategies** to build  
productive capacities and kickstart structural  
economic transformation.



## Highlights of current and future work

In 2024, the division worked to enhance the effective integration of Africa, LDCs, landlocked developing countries (LLDCs) and small island developing states (SIDS) into the global economy by fostering sustainable structural economic transformation, reducing vulnerabilities, building resilience and developing domestic productive capacities.

It produced **high-quality, methodologically innovative and topically relevant research and policy guidance targeting the most vulnerable developing economies.**

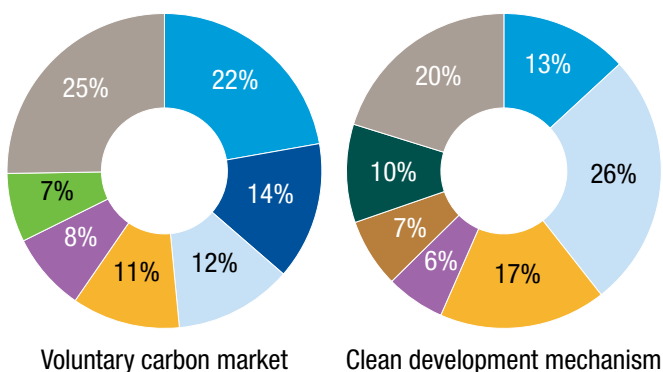
Some examples include:

- 1 The Least Developed Countries Report 2024: Leveraging carbon markets for sustainable development, launched ahead of the UN's annual climate conference COP29. The report was also in the spotlight at COP29, during a side event held on 15 November, headlined by Secretary-General Rebeca Grynspan. It underscored that with necessary reforms and development partner support, carbon markets could play a bigger role in global climate finance systems, aligned with the new collective quantifiable goal agreed at COP29.

### Carbon market activities are highly concentrated among the least developed countries

Shares of major least developed country participants in total credits issued to these countries, as of May 2024, percentage

■ Cambodia ■ Democratic Republic of the Congo ■ Bangladesh  
■ Uganda ■ Malawi ■ Zambia ■ Nepal ■ Myanmar  
■ Other least developed countries

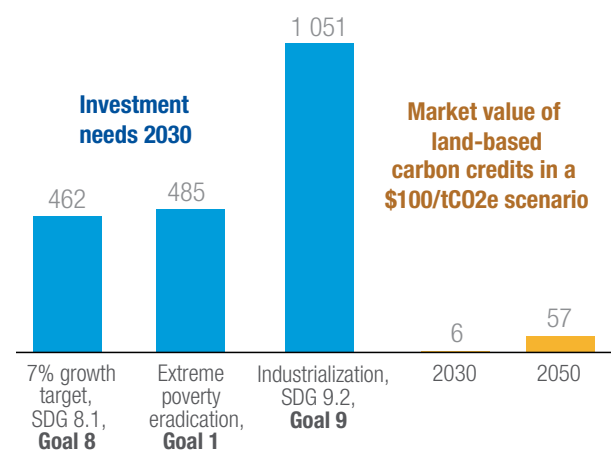


Source: UN Trade and Development (UNCTAD) calculations, based on data from the Clean Development Mechanism pipeline of the United Nations Environment Programme and the registries of the Gold Standard, Verra, Plan Vivo and Climate Forward.

Note: Percentages may not total 100 due to rounding.

### Carbon markets fall far short of the financing needs of the least developed countries

Investment needs of least developed countries (LDCs) to meet key sustainable development goals (SDGs) vs. projected market value of carbon credits, billions of dollars, 2030 and 2050



Source: UN Trade and Development (UNCTAD)

Note: The simulation results shown by the yellow bars are based on a scenario where carbon credit prices for land-based mitigation increase to \$100 by 2050, with the midpoint of \$50 being reached in 2035.



2

Targeted research on issues of poverty and inequality, productive capacities and trade, transport and transit facilitation.

3

A comprehensive research paper analyzing the challenges and opportunities related to [international fisheries access agreements](#), and how they can help optimize development impacts for coastal countries – especially SIDS and LDCs.

## Supporting small island developing states

As part of UN Trade and Development's substantive contributions to the 4th International Conference on Small Island Developing States (SIDS4) held in Antigua and Barbuda, the division led interagency consultations within the context of the [interactive dialogue on revitalizing SIDS economies for accelerated and sustainable growth](#). It also worked alongside other UN entities to prepare the topical background document for the dialogue.

The division coordinated the preparation of the [UN Trade and Development's SIDS Strategy](#), including in the context of the Antigua and Barbuda Action Agenda for SIDS – a main outcome of the SIDS4 conference. The strategy responded to demands from Member States and targets of the Bridgetown Covenant to direct strategic trade and development support to SIDS for resilience building and economic diversification.

## Bolstering trade negotiation capacity in least developed countries

The division organized two executive training sessions on essential negotiating skills for members of the LDC Group at the World Trade Organization (WTO) and enabled their stronger participation in multilateral negotiations on rules of origin and trade, including at WTO's 13th Ministerial Conference (MC13) held in the United Arab Emirates.

The division maintained practical tools to guide evidence-based policymaking, particularly on product specific rules of origin and trade preference utilization rates. It maintains UN Trade and Development's [database on Generalized System of Trade Preferences \(GSP\) utilization](#), which provides information on the use of the GSP schemes, as well as other trade preferences granted to developing countries and LDCs.

## Helping countries better measure productive capacities

The division, jointly with UNCTAD Statistics, organized a side-event entitled "[Measuring productive capacities with the Productive Capacities Index \(PCI\): Background, achievements, and the way forward](#)" as part of the 55th UN Statistical Commission in New York.

The event provided participants, including heads of national statistical offices, with insights into the index, as well as details of its statistical and methodological rigor and policy relevance for economic and social development.





## Regional Office for Africa

The Regional Office for Africa, housed under the division, supports UN Trade and Development-wide efforts in helping foster inclusive growth across the continent.

In 2024, the office continued scaling up engagements with key stakeholders such as the African Union, UN Member States with permanent missions and diplomatic representations in Addis Ababa, Ethiopia, to amplify, and rally support for, UN Trade and Development's work.

On 14 March, the office co-organized a workshop on "Key issues in international investment agreements for Sierra Leone" that convened some 45 senior officials including the country's **Vice President Mohamed Juldeh Jalloh** and government ministers of trade, finance and justice.

As part of the organization's 60th anniversary celebration, the Regional Office for Africa co-hosted a high-level event on leveraging

the continent's critical mineral reserves – many of which crucial to renewable energy technologies and digitalization – for inclusive and sustainable development.

The office also enhanced collaboration with its host country Ethiopia to help accelerate national development priorities.

This most notably includes facilitating UN Trade and Development's assistance to the Ethiopian Ministry of Culture and Sport, which has equipped over 30 officials with the skills to harness the creative economy for inclusive and sustainable development.

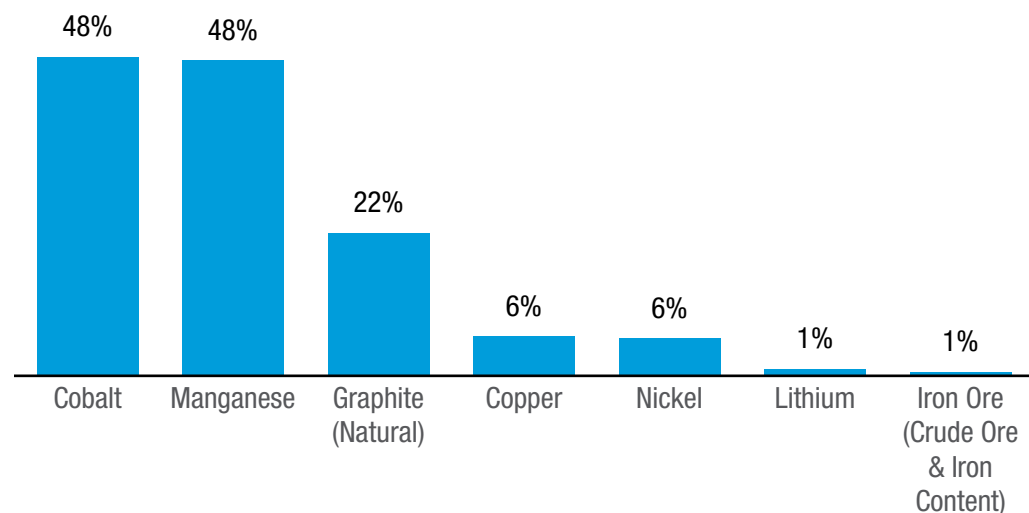
The office also recruited two UN volunteers, currently providing capacity-development support to the Ethiopia Tamrit programme, aimed at empowering the country's industries, promote global partnerships and drive economic transformation.

Additionally, the Regional Office for Africa expanded communications and outreach,



### Critical minerals: Africa has an abundance of metals needed for electric vehicles

Africa's share of global reserves, percentage

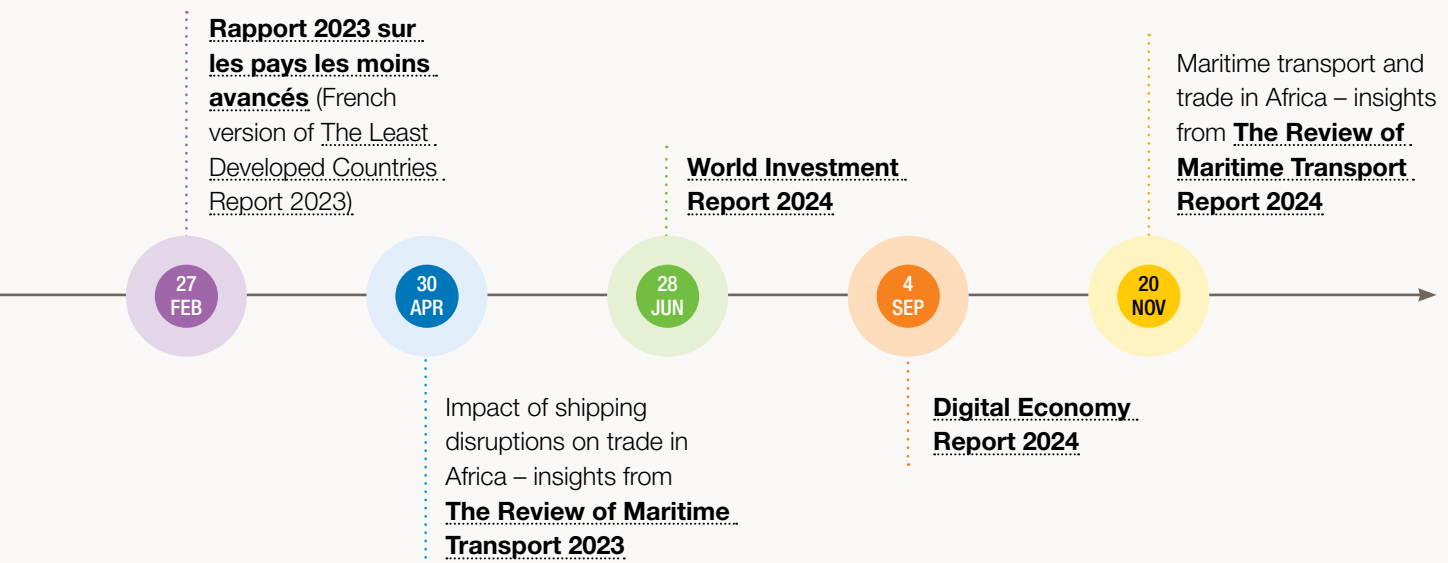


Source: UNCTAD calculations, based on data from the Knoema database, 2023



with a range of events – in person and online – to actively disseminating key findings and policy recommendations from UN Trade and Development’s flagship publications throughout 2024.

These events have brought together more than 500 participants across the continent with diverse backgrounds in diplomacy, businesses, public institutions, non-governmental organizations, donors and the wider UN system.



## Stronger collaboration and partnerships

Marking the 40th anniversary of The Least Developed Countries Report series, the division, in collaboration with the communications and external relations team, produced a series of video testimonials **highlighting the series’ impact on** development policy formulation and analytical debates.

The division also worked to strengthen partnerships and collaboration with the UN System, including the **United Nations Department of Economic and Social Affairs**, the UN Committee for Development Policy, the UN statistical system, UNDP, regional economic commissions and more.



## Impact projects around the world

- ▶ The division supported the UN Committee for Development Policy in their assessment of the countries deemed eligible for graduation from the LDC category. As **mandated by the UN General**

**Assembly**, it delivered **vulnerability profiles of Cambodia, Comoros, Djibouti, Senegal and Zambia**, and contributed to corresponding graduation assessments.

- ▶ It concluded in 2024, a three-year project which benefitted Angola, Ethiopia, Kenya, Malawi, Mozambique, Nigeria, Zambia and Zimbabwe. Supported by the project, these countries developed integrated programmes to alleviate binding constraints to development, fostered structural transformation, built productive capacities and enhanced investment opportunities.



“The Government of Mozambique wishes to reiterate its appreciation for the productive capacity assessment and the support that UNCTAD is providing through the project. This support is essential for the country to accelerate its progress towards sustainable structural transformation in line with the government's development policy priorities

– **Silvino Augusto Jose Moreno, Minister of Industry and Commerce, Mozambique**

© AdobeStock

This project has:

- Helped build the capacity of **806 policymakers and stakeholders** (including 241 women – who constitute 30% of the trainees – and 524 government officials), on leveraging policy formulation and institution building to foster economy-wide productive capacities.
- Produced two publications on the challenges and opportunities related to productive capacities, respectively in Ethiopia and Kenya.





- ▶ The division, in cooperation with UN Trade and Development's New York Office and the permanent missions of the Maldives and Saint Vincent and the Grenadines, organized a side event on the margins of the General Assembly, entitled "Building productive capacity in small island developing states".
- ▶ During UN Trade and Development's 60th anniversary celebrations marked in June, the division organized a spotlight intervention on "Preparing for the economies of tomorrow – the urgency of options and actions". The conversations featured high-level panelists, including **government ministers from Angola, Bangladesh, Cambodia, Finland, Spain and Vietnam. Executive Secretary Claver Gatete of the United Nations Economic Commission for Africa** moderated the panel.
- ▶ On 29 January, the division co-hosted a webinar on issues related to intellectual property rights and least developed countries, featuring speakers including **UN Trade and Development Secretary-General Rebeca Grynspan, then-Secretary-General of the Commonwealth Patricia Scotland, and Director General Daren Tang of the World Intellectual Property Organization**. The event officially launched the joint UNCTAD-Commonwealth paper entitled "Harnessing intellectual property rights for innovation, development and economic transformation in least developed countries".
- ▶ Secretary-General Grynspan established the High-level Advisory Board on the Productive Capacities Index, bringing together esteemed economists, policymakers, academics and experts to guide the organization's work on productive capacities. The board hosted its inaugural meeting on March 19 in Geneva, convening 13 high-level independent and external experts from diverse institutions and regions.
- ▶ On 19 November, the division chaired a session on data, monitoring and follow-up at the African regional consultation for the Fourth International Conference on Financing for Development (FfD4).









# Division on Globalization and Development Strategies

## Strategic focus

1

**Providing evidence-based and data-driven analysis** to inform policy actions in support of inclusive and sustainable development.

2

**Enabling developing countries** to improve their public debt management, strengthen their voice and representation in global financial fora, mobilize affordable external financing and build consensus on reforms.

3

**Facilitating regional cooperation** to advance green industrial policies, structurally transform economies and enable developing countries to move up the global value chain.

4

**South-South cooperation:** Helping the Global South, or developing economies, harness opportunities from trade and exchange resources, technology and knowledge among them.

5

**Leading calls for greater quantity and quality of climate finance flows** to developing countries and helping them formulate climate-resilient development strategies.





## Highlights of current and future work

### Global economy and productive development

The division published the Trade and Development Report 2024, urging a recalibration of development strategies to tackle low growth and rising social discontent worldwide.

The report underlined the need for economic resilience and diversification, moving beyond manufacturing-led export models as well as stronger multilateral action on tax cooperation, equitable energy transition and a development-focused global financial system.

It also produced analysis for the G20 Framework Working Group, entitled “Inequality: Major trends, policy challenges and the need for global economic compact”, outlining ways to leverage wage-led

growth at the national level and address mechanisms propagating inequality within and among countries.

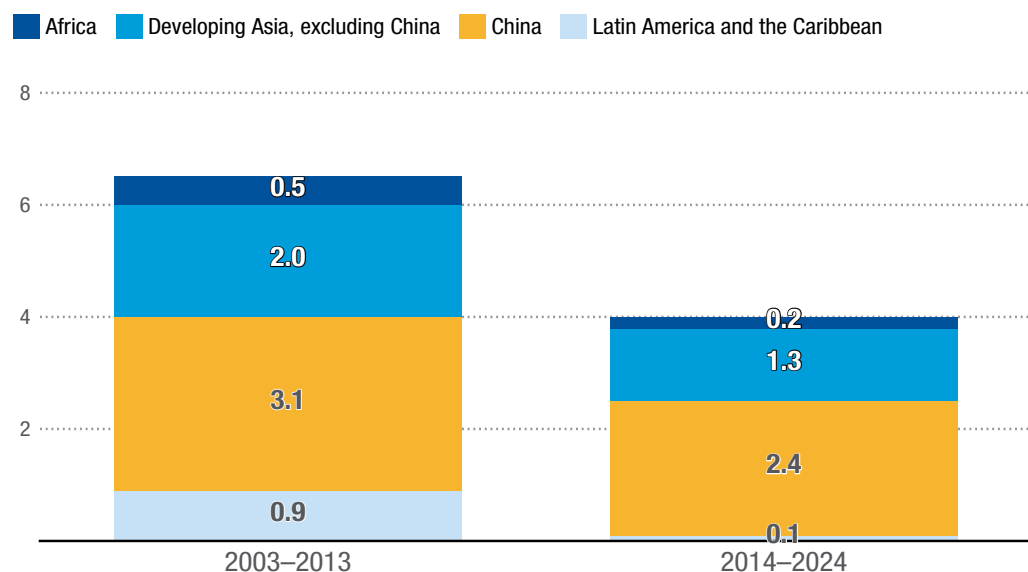
In its work on enabling economic environment for inclusive and sustainable growth, the division convened a multi-year expert meeting in November, optimizing the policy space for productive capacities development, value addition and economic diversification.

It organized a side event focused on economic resilience during the Third South Summit in Kampala, Uganda, and completed a research paper on promoting economic diversification and resilience in Barbados.



### Crises have weakened growth potential across the global South

Contribution to global South's economic growth, selected economy and groups, percentage



Source: UN Trade and Development (UNCTAD) based on United Nations Global Policy Model.

Note: Data reflect the average annual growth rates for the two periods analysed. The global South corresponds to the UNCTAD classification grouping of developing economies.



## Debt and development finance

The division prepared UN Secretary-General's report on external debt sustainability and development, which informed General Assembly Resolution A/RES/79/197.

It hosted the 8th Session of the Intergovernmental Group of Experts on Financing for Development, as part of the lead-up to the 4th International Conference on Financing for Development (FfD4) set for mid-2025 in Seville, Spain, which aims to set the financial pathways for the Sustainable Development Goals.

In 2024 the Debt Management and Financial Analysis System (DMFAS) programme supported 85 institutions across 61 nations.

As one of UN Trade and Development's top technical assistance programmes, DMFAS equips developing countries with timely and accurate information to manage risks, inform policy decisions and better fulfil international reporting obligations.

The DMFAS system continues to evolve in line with technological advancements and debt office requirements, with Version 7 due in early 2025 for greater debt coverage, data quality assurance and analytical features.



## Fostering climate-resilient development

The division's work amplified UN Trade and Development's calls for increasing climate finance to developing countries, reforming global economic governance and supporting climate-resilient development strategies. Key activities include:

- ▶ A report analyzing the quantitative and qualitative elements in the New Collective Quantified Goal (NCQG) on climate finance, which informed discussions at the UN climate change conference COP29 in Baku, Azerbaijan.
- ▶ Capacity-building support to 34 developing-country negotiators on climate finance and the NCQG, in partnership with the G77 to support consensus building in Baku.
- ▶ A roundtable with negotiators and civil society on the sidelines of the 2024 International Monetary Fund-World Bank Annual Meetings.
- ▶ Two papers produced for the G20 Task Force on a Global Mobilization against Climate Change, focusing respectively on central banks' role in aligning finance flows with climate goals, and what public banks can do to scale up climate finance.

## South-South cooperation

In 2024, the division launched a technical cooperation project on regional integration and industrial policy for transformational change and resilience in Latin America.

The project, running through 2027, seeks to help Brazil, Colombia, Honduras, Mexico and the Dominican Republic build more effective and coordinated industrial policies and boost regional value chains in strategic, emerging and green sectors.

In this regard, a workshop co-hosted with the Brazilian Development Bank strengthened inter-governmental dialogue and consensus on environmental-friendly policies, industrial strategies and regional priorities, paving the way for a transformative agenda towards sustainable development, inclusive growth and economic resilience.

Fostering green transformation, the division supported partner countries to the Belt

and Road Initiative (Kazakhstan, Malaysia, Pakistan and Türkiye) to enhance national policy formulation, in particular in Malaysia and Kazakhstan in 2024, and prepare the launch of an Asian Green Development Partnership Network (AGDPN).

The project, running through September 2025, is entering its final phase, focusing on national policy proposals and the AGDPN for regional cooperation.

Separately, the division produced analysis for Venezuela on export diversification strategies, particularly the prioritization of new export product groups, presented to the country's government and the Latin American Development Bank in December 2024.

Further micro-economic analysis is expected to explore structural changes in Venezuela, based on geospatial and industrial micro data, and provide recommendations for an industrial policy package for diversification.

## Assistance to the Palestinian people

For decades, UN Trade and Development has been providing assistance to the Palestinian people, ranging from capacity building, trade policy, trade facilitation, financial management, development strategies as well as investment and enterprise development.

As mandated by General Assembly resolution 77/22, the division prepared UN Secretary-General's report entitled "The economic impact of the Israeli military operation in Gaza

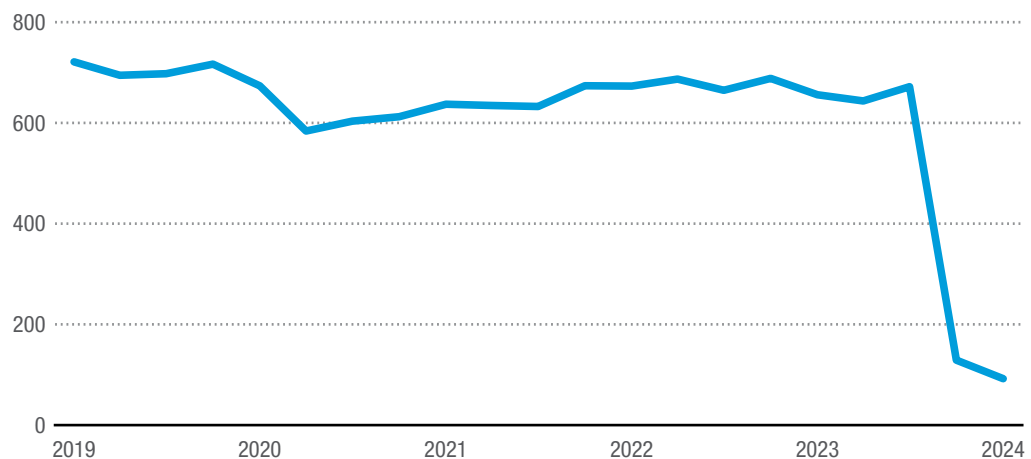
from October 2023 to May 2024", published in September 2024.

It also released the Report on UNCTAD assistance to the Palestinian people in July and a preliminary assessment in January of the social and economic deterioration in Gaza since the beginning of the Israeli military operation after 7 October 2023.



### Gaza's GDP plummeted 81% in the last quarter of 2023

Gross domestic product (GDP), in Gaza, millions of constant 2015 dollars, 2019 Q1-2024 Q1



Source: UN Trade and Development (UNCTAD) calculations based on Palestinian Central Bureau of Statistics (PCBS) quarterly national accounts.







## Impact projects around the world

### **Mobilizing external financial resources beyond COVID-19 for greener, more equal and sustainable development in selected vulnerable small island developing states in Africa and Latin America and the Caribbean**

The project aims at strengthening the capacities of Belize, Cabo Verde, Comoros and Saint Vincent and the Grenadines to mobilize affordable external financing for sustainable development.

Its top objectives include an updated Sustainable Development Finance Assessment (SDFA) Framework, expanded and adapted to include the climate-related Sustainable Development Goals.

Plus, the project will deliver SDFA reports for all participating countries, along with tailored strategies and roadmaps to help bridge climate funding gaps – through innovative financial instruments and without risking external and public sector's financial sustainability.

### **UNCTAD Grant: Debt and development initiative**

The initiative aimed at promoting South-South cooperation to address the current development and debt crisis facing developing countries, with a focus on the critical role of credit rating agencies in sovereign debt restructuring.

It has produced a policy review entitled “Credit rating agencies, developing countries and bias” proposing a new approach to dealing with these agencies.

The initiative leveraged high-level global platforms, including the UN General Assembly, G20, IMF-World Bank Spring and Annual Meetings, to push for reforms to the global debt architecture.

It also produced papers entitled “Sovereign debt vulnerabilities in developing countries” and “Sovereign debt for development swaps” for the G20 international financial architecture working group and the bloc's joint finance and health task force under the Brazilian presidency.



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# Division on International Trade and Commodities

## Strategic focus

1

**Supporting countries in maximizing opportunities** to benefit from critical energy transition minerals, advancing policies for strengthening supply chains and strategic diversification to drive inclusive economic transformation.

2

**Helping countries better harness trade-related measures in national climate action plans, or Nationally Determined Contributions (NDCs)**, with practical guide for policymakers. Based on lessons learned from The Gambia and Madagascar – both pilot countries in implementing the guidelines – UN Trade and Development is receiving more demand for its support to developing countries in this regard.

3

**The Creative Economy Outlook 2024**, a key report on global trends in the creative industries and international trade in creative goods and services, as well as the implications of digitalization, artificial intelligence, inclusion and sustainability.





## Highlights of current and future work



The division is responsible for producing the Global Trade Update series, one of the most prominent publications by UN Trade and Development. This series provides **data-driven insights into global trade**, offering policymakers, businesses and economists up-to-date information on international trade trends.

It presents a short yet informative overview of trade flows in goods and services, highlighting key economic patterns and developments. Additionally, the series includes **nowcasts and outlooks** on the risks and opportunities shaping global trade.

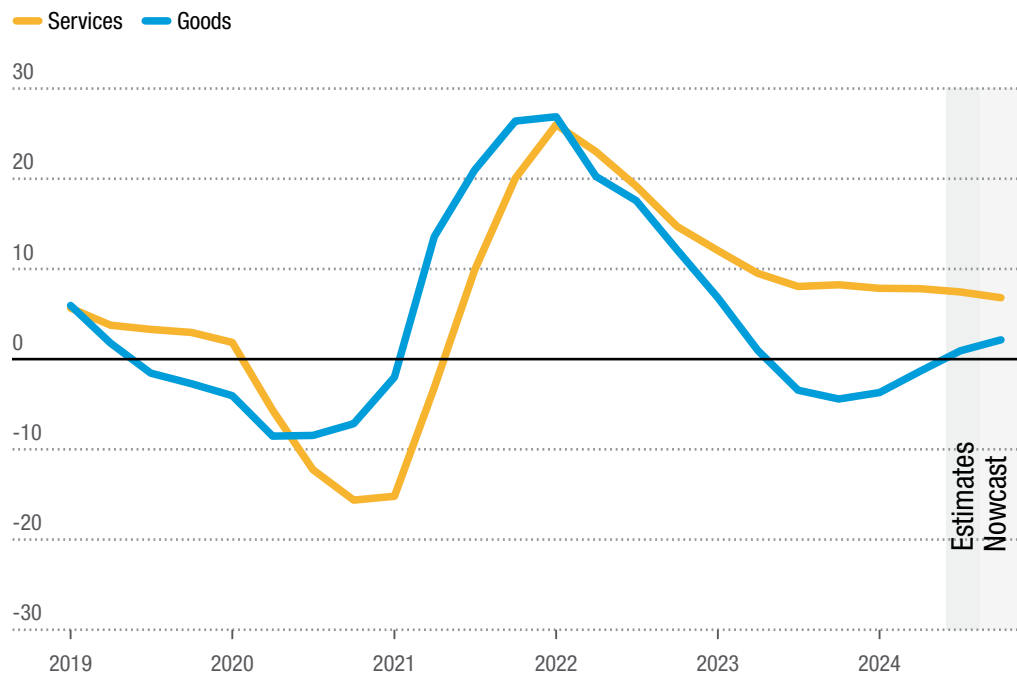
By analyzing emerging challenges — such as shifting trade dependencies, regional trade trends and sectoral changes in trade

patterns — the publication offers **valuable insights into ongoing and prominent changes in world trade**. Its accessibility appeals to a broad-based audience and is frequently cited by major media outlets as **a trusted source of trade information**.

As global trade evolves, the Global Trade Update continuously adapts its format and content to highlight the most pressing issues of the moment. By providing **timely insights and in-depth analysis**, it serves as a vital resource for stakeholders, keeping them informed on the latest developments and equipping them to navigate an increasingly dynamic trade landscape. In doing so, it plays a key role in **fostering a more resilient, adaptive and forward-looking global trade system**.

### Global trade in goods and services showed steady growth in 2024

Annual growth in the value of trade in goods and services, 2019 Q1–2024 Q4

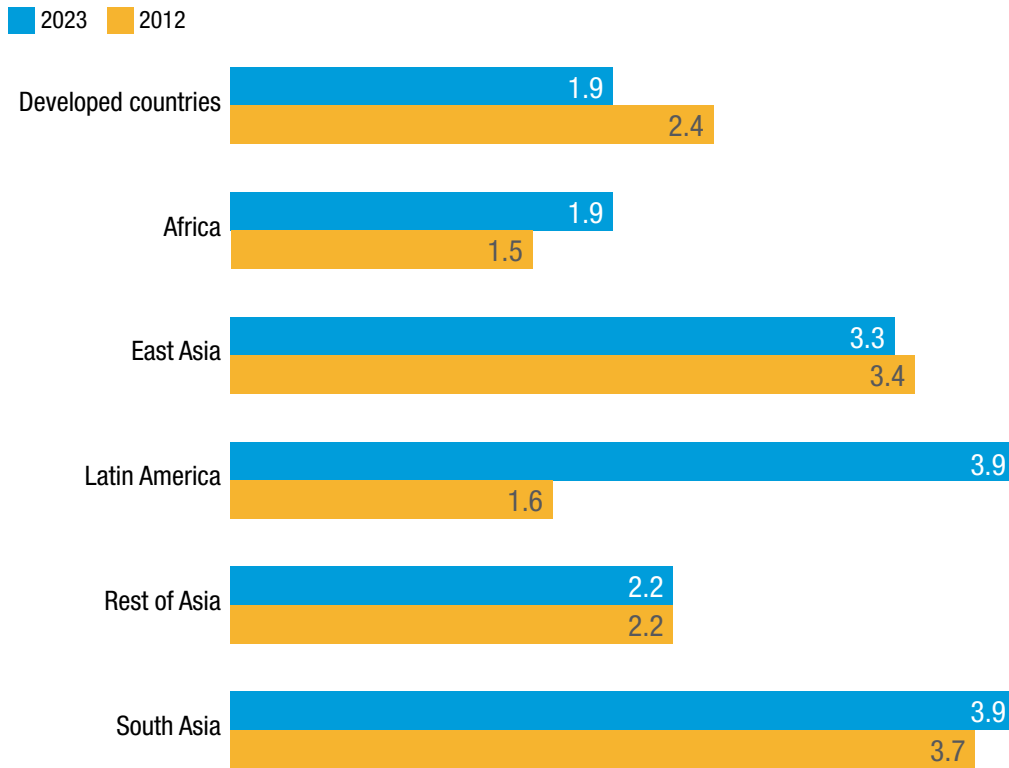


Source: UNCTADstat; UN Trade and Development (UNCTAD) calculations based on national statistics.  
Note: Annual growth is calculated using a trade-weighted moving average over the past four quarters. Figures for Q3 2024 are estimates. Q4 2024 is a nowcast as of 26 November 2024.



## Exports from most developing regions face higher tariffs

Average export tariffs, by region



Source: UN Trade and Development (UNCTAD) calculations based on COMTRADE data and UNCTAD TRAINS data.

Starting 2025, the Global Trade Update is expanded with **the launch of a complementary policy-oriented publication, the Global Trade Update Plus (GTU+)**, under the same editorial umbrella. GTU+ will focus on producing **concise policy and information notes on key trade issues**, offering deeper analytical insights into emerging trends. The first edition, published on 14 March, explores tariff trends and their evolution, setting the stage for future in-depth analysis.

By broadening its scope, this initiative **will enhance UN Trade and Development's visibility among media outlets,**

**policymakers and businesses, further strengthening its role in shaping global trade discussions.**

As an extension of the Global Trade Update, GTU+ will provide timely, data-driven policy analysis, ensuring stakeholders remain informed about critical developments in world trade and trade policy.



## Impact projects around the world

- ▶ Since 2019, UN Trade and Development has – through the division – supported five Portuguese-speaking African countries and Timor-Leste in advancing competition and consumer protection. In 2024, it aided institutional development and capacity building for Angola, Cabo Verde, Guinea-Bissau and Mozambique. Cabo Verde hosted regional seminars,

enhancing cooperation. Ongoing efforts include competition advocacy in Cabo Verde, leniency programs in Mozambique, a review of Guinea-Bissau's draft laws, and to support the drafting Timor-Leste's competition Law.



Timor-Leste notes with satisfaction the pivotal role of UNCTAD in providing policy technical support and capacity building for developing countries amid cascading global crises. The advisory support of UNCTAD to the drafting of our national competition law is one of the key elements that reinforced Timor-Leste's recent accession to the WTO and ongoing integration to ASEAN.

– Ambassador António da  
Conceição, Permanent  
Representative of Timor Leste  
to the United Nations Office at  
Geneva



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► **The Global Commodities Forum 2024 addressed the challenges facing commodity-dependent economies amid the world's climate emergency.**

It explored sustainable production, trade and value addition, focusing on energy transition, natural fibers, agricultural sustainability and critical minerals, fostering dialogue among over 100 policymakers, heads of international commodity bodies, industry leaders, diplomats and experts.

- In 2024, the division advanced the Sustainable Manufacturing and Environmental Pollution (SMEP) programme through 23 field projects on circular economy, plastic pollution and trade. Key efforts included a biodegradation workshop in Kenya that helped shape regional policies, United Nations-led INC5 discussions on a global plastics treaty, and the SMEP Butterfly Diagram tool and the publication of a database on trade in non-plastic substitutes.

- **Fostering regional integration** by supporting negotiations and the implementation of a stronger dispute settlement mechanism in CEFTA (the Central European Free Trade Agreement, or CEFTA, was reached in September 2024), improving the CEFTA Market Access Barriers Database to facilitate the reporting and resolution of trade claims, and reinforcing public-private partnerships to address trade concerns from businesses. UN Trade and Development also contributes to transparency in non-tariff measures via a comprehensive regulatory mapping for the region.



- The first-ever Trade Day at the 16th UN Biodiversity Conference in Colombia (COP16), which UN Trade and Development co-organized with global partners, emphasized **the critical role of trade in biodiversity conservation and implementing the Kunming-Montreal Global Biodiversity Framework agreed by nearly 200 countries.** It featured 25 speakers from 22 organizations and engaged nearly 120 participants. Also, the 7th BioTrade Congress, for which the division led the planning and delivery, informed the agenda concerning trade and sustainable at COP16.



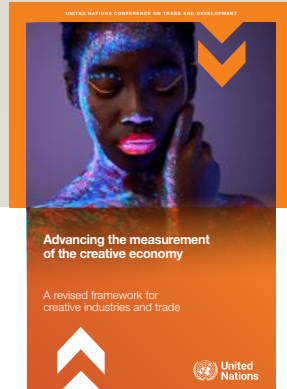
In this challenging context, the creative economy is a force that is pushing us forward.

– Secretary-General Grynspan while representing UN Trade and Development at the 4th World Conference on Creative Economy held in October in Tashkent, Uzbekistan.



4<sup>th</sup> World Conference  
on Creative Economy

October 2024 - Tashkent, Uzbekistan



#### ► The creative economy

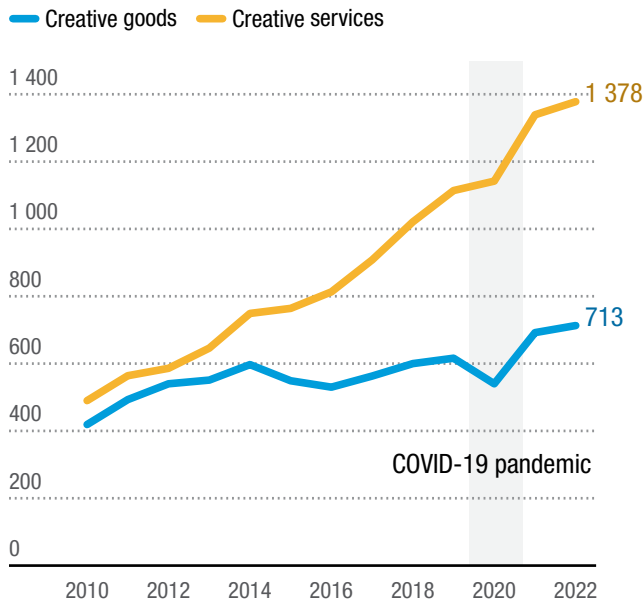
In 2024, UN Trade and Development introduced an updated statistical framework aimed at better quantifying the economic impact of the creative industries, especially where specific definitions and methodologies are lacking. The development came after two years of extensive consultation and collaboration with economists, UN agencies and creative economy experts worldwide.

According to UN Trade and Development's Creative Economy Outlook 2024, creative services exports surged by 29% to \$1.4 trillion in 2022, while creative goods exports increased by 19% to \$713 billion. As the global economy continues to grapple with low growth, high debt, weak trade and investment, the creative sector has taken on heightened significance as a catalyst for innovation and economic diversification – particularly for developing countries.



## Creative economy booms as services see strong growth

Billions of dollars, 2010–2022



Source: UN Trade and Development (UNCTAD)



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Let us harness its power to create a world where everyone has the opportunity to express their creativity, contribute to their communities, and thrive in a future that is both inclusively creative and sustainably prosperous.

– Secretary-General Grynspan while representing UN Trade and Development at the 4th World Conference on Creative Economy held in October in Tashkent, Uzbekistan.









# Division on Investment and Enterprise

## Strategic focus

1

### **Facilitating investments for sustainable development:**

Supporting developing economies to enhance policy frameworks and harness digital platforms

2

### **Enhancing investment through sustainability reporting:**

Helping harmonize global standards and ensuring that investors have access to qualitative and quantitative environmental, social and governance (ESG) disclosures from private- and public-sector entities,

3

**Supporting smaller businesses:** Fostering the growth of start-ups, micro-, small- and medium-sized firms through enterprise development initiatives and entrepreneurship policy support to promote innovation, quality jobs and economic resilience.



## Highlights of current and future work

The division is the UN focal point for issues related to investment and enterprise development which are crucial for sustainable and inclusive growth, economic diversification and job creation.

In 2024, the division continued to deliver world-class research and analysis on issues linked to foreign direct investment (FDI), amid a fast-evolving global landscape of value chain reconfiguration, technological advancements and rising geopolitical and environmental considerations.

Its report, entitled “Global economic fracturing and shifting investment patterns”, offered a diagnostic of 10 major shifts in FDI and associated development implications on

smaller economies. The findings were well received by participants at a global webinar hosted by fDi Intelligence, an affiliate of the Financial Times.

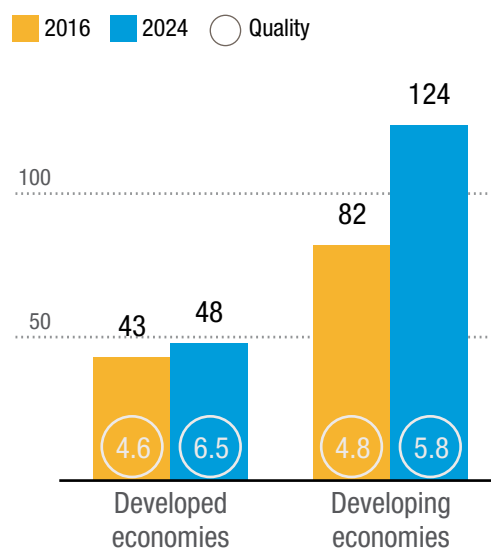
The World Investment Report series remained a cornerstone of the division’s work, helping policymakers deepen their understanding of emerging FDI-related issues and formulate policies to foster development. FDI-related tables from the 2024 edition are among the most-viewed content on UNCTAD.org, accounting for over 10% of web traffic in 2024.

The World Investment Report 2024 spotlighted the role of **business and investment facilitation** in boosting the private sector and foreign investments,



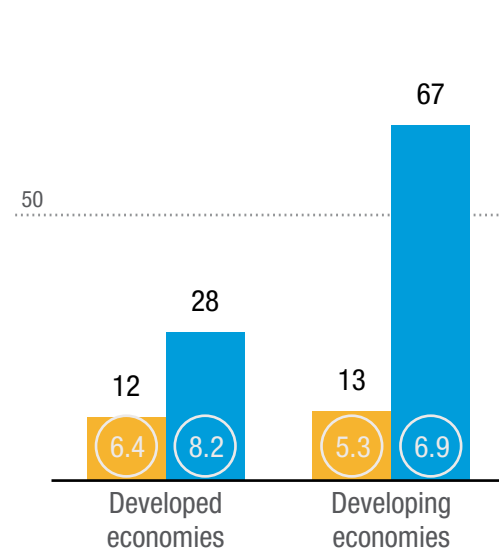
### Investment facilitation portals are growing in number and quality

Information portals for business registration, number of projects and quality (0–10), 2016 and 2024



### Investment online single windows are growing in number and quality

Online single windows for business registration, number of projects and quality (0–10), 2016 and 2024



Source: UN Trade and Development (UNCTAD), GER.co survey

Note: includes only Member States of the United Nations. GER.co rates quality on the basis of 10 objective criteria. The last assessment for GER.co was undertaken between February and April 2024.





with digital facilitation tools showing positive effects on governance, business creation and investment attraction. Both developed and developing economies have seen the number of digital facilitation tools significantly increasing in recent years.

As an example, the “Business Gate” platform supports Palestinian entrepreneurs in creating, modifying or closing their

business fully online. New business registrations have increased to about 40 per week, in part thanks to the platform – a joint effort by UN Trade and Development, the European Union and the World Bank, which also trains Palestinian Authority staff to create digital services, without relying on external expertise.

## Finance and investment giving fresh push for sustainability

The division actively bolstered UN Trade and Development’s contributions to the annual climate change conference COP29, most notably with the launch of the Baku Initiative for Climate, Investment and Trade and the inaugural “Trade and Investment House” pavilion.

The division continues to co-lead the Sustainable Stock Exchanges (SSE), a UN-backed initiative that promotes corporate investment in sustainable development and is an integral part of the Glasgow Financial Alliance for Net Zero.

The Net Zero Exchange Group had 20 members by the end of 2024, including four that joined during COP29.

The division has since 2012 supported the Association of Southeast Asian Nations (ASEAN) to produce an annual publication examining foreign investments in the region.

The ASEAN Investment Report 2024 provided a comprehensive analysis of regional FDI trends since 2016, against the bloc’s Economic Community Blueprint 2025.

ASEAN, a top FDI destination among developing economies, averaged an impressive \$220 billion in foreign investments per year between 2021 and 2023.

The report received accolades at the 56th ASEAN Economic Ministers’ Meeting in Vientiane, Lao PDR.

I trust that policymakers and business stakeholders will find this Report instrumental in advancing a sustainable investment landscape in ASEAN and beyond.

– ASEAN Secretary-General  
Kao Kim Hourn





## Impact projects around the world

### Informing Group of 20 (G20) deliberations



At the request of Brazil, which held the G20 presidency in 2024, UN Trade and Development led substantive discussions on the investment track of the bloc's Trade and Investment Working Group.

In this regard, the division provided analysis on how major economies are shaping investment agreements in line with sustainable development, with policy

recommendations recognized at the G20 Trade and Investment Ministerial Meeting.

Another report from the division, entitled "Sustainability disclosure for small and medium-sized enterprises in developing economies: Challenges and responses", also helped inform discussions at the G20 Sustainable Finance Working Group.

### International investment agreements (IIAs)

In 2024, the division launched a platform to help chart IIA reforms by fostering synergies across areas relevant for international investment and sustainable development, including public health, environmental protection, right to regulate and climate action.

The platform complemented UN Trade and Development's annual IIA conference that brought together more than 350 participants from government, international organizations, civil society, businesses and academia.



The work of the IIA team at UNCTAD continues to be invaluable for our mission to reform international investment law and policy to advance sustainable development.

– Nathalie Bernasconi-Osterwalder, Vice President, Global Strategies and Managing Director, Europe, International Institute for Sustainable Development

### Accounting Development Tool

The tool helps countries assess and enhance their national financial and sustainability reporting ecosystems in line with global standards.

In 2024, UN Trade and Development launched a project to enhance the tool with updated financial components, incorporating

recent developments in sustainability reporting across the private and public sectors.

The tool has helped more than 20 user countries identify gaps and priorities in their regulatory, institutional and human capacity foundations to improve enterprise reporting.



## Helping Africa shore up investment and finance for the energy transition

The division launched a capacity-building project in 2024 to assist five African nations – Ethiopia, Malawi, Namibia, Seychelles and Tanzania – to promote and facilitate investments for the energy transition.

The project, having held high-level consultations in all participating countries, aims to help improve the capacity of national investment promotion agencies to identify opportunities and design strategies in support of sectors crucial to a just transition to clean, renewable energy.

## Enhanced training for start-ups

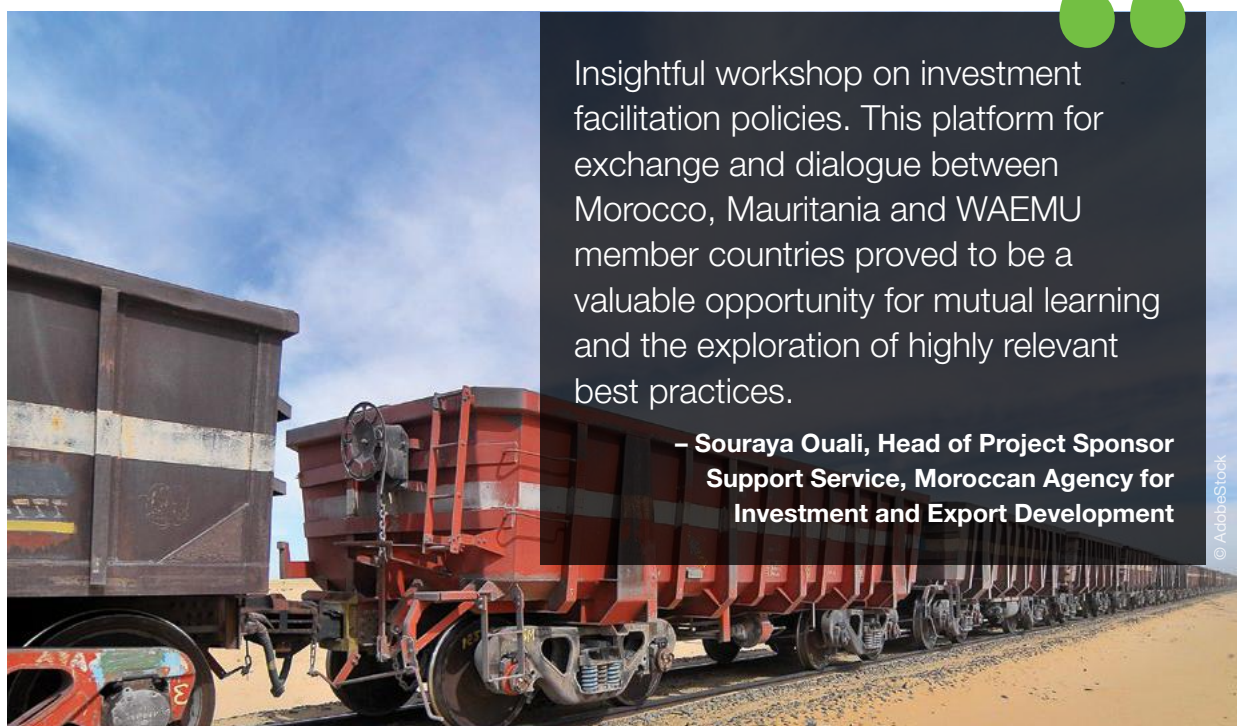
EMPRETEC, UN Trade and Development's premier entrepreneurship programme, expanded its global footprint with specialized capacity building for startups involved in smart logistics and financial technology.

Developed through South-South collaboration, these initiatives combine the EMPRETEC behavioral framework with expert-led technical sessions. Entrepreneurs benefited from workshops, mentoring and industry insights in areas including process optimization and technology integration.

## Regional investment policy review for West Africa

Requested by the West African Economic and Monetary Union (WAEMU), the division, conducted reviews of the legal and facilitation framework, as well as the investment trends and opportunities, in the region.

Workshops were also delivered to help the region step up efforts to shore up public and private investments in crucial sectors such as education, infrastructure and food security.



Insightful workshop on investment facilitation policies. This platform for exchange and dialogue between Morocco, Mauritania and WAEMU member countries proved to be a valuable opportunity for mutual learning and the exploration of highly relevant best practices.

– Souraya Ouali, Head of Project Sponsor Support Service, Moroccan Agency for Investment and Export Development

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# Division on Technology and Logistics

## Strategic focus

1

**Science, technology and innovation:** Producing analysis, fostering dialogue and cooperation to advance responsible, equitable and inclusive adoption of technologies, including frontier technologies. Particular focus to be placed on data governance approaches, including the creation of a dedicated working group under the UN Commission on Science and Technology for Development (CSTD), to which UN Trade and Development serves as secretariat.

2

**Working with developing countries to strengthen their e-trade readiness** to benefit from e-commerce and the digital economy, empowering women digital entrepreneurs as a force for transformational change and fostering the digital transformation in a way that works for people and the planet.

3

**Trade logistics: Strengthening resilience of global transport and supply chains** through research and analysis of shipping disruptions, trade facilitation, related policy and legal advice, as well as capacity-building initiatives such as the TrainforTrade port management programme.

4

**Customs automation: Driving innovation in trade facilitation through the deployment of advanced technologies** that digitize trade processes, modernize customs operations, enhance supply chain security, ensure regulatory and standards compliance, and strengthen the governance of cross-border e-commerce.



## Highlights of current and future work

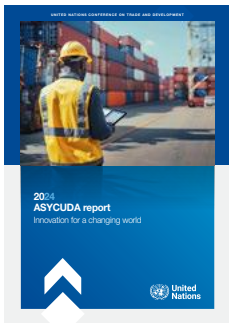
### ASYCUDA

In 2024, the Automated System for Customs Data (ASYCUDA) programme expanded to cover more than 100 economies, including 37 least developed countries, 24 landlocked developing countries and 41 small island developing states.

The programme launched 32 new projects or extensions totaling \$23.1 million, covering areas such as trade single-window implementation, ASYHUB for pre-arrival or departure processing and eCITES focused on monitoring trade in endangered species.

As **the largest technical assistance programme run by UN Trade and Development**, ASYCUDA in 2024 trained over 5,000 government officials, helping enhance efficiency in customs and trade facilitation.

It also strengthened technical cooperation with partners within and beyond the United Nations system, bolstering efforts at global, regional and country levels to modernize customs processes.



**100+** **Countries & economies**  
37 LDCs  
24 LLDCs  
41 SIDS

**32**  
**New projects or extensions** **\$23.1 million**

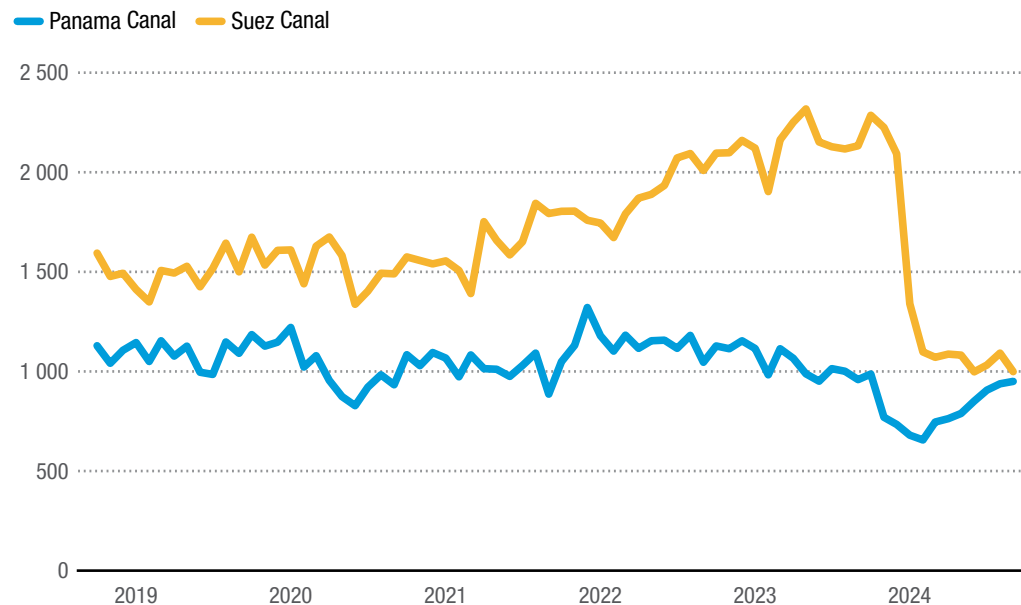
**5,000**  
**government officials trained** to enhance efficiency in customs and trade facilitation.





## Disruptions in global shipping routes: Panama and Suez Canal transits dip

October 2018–September 2024



Source: UN Trade and Development (UNCTAD) calculations, based on Clarksons Research data.

On trade logistics, the division worked to help **address vulnerabilities in global supply chains through in-depth analysis** of maritime choke points, disruptions in key trade corridors and geopolitical risks impacting trade routes, as well as the important commercial law implications of climate and weather-related risks for ports and shipping.

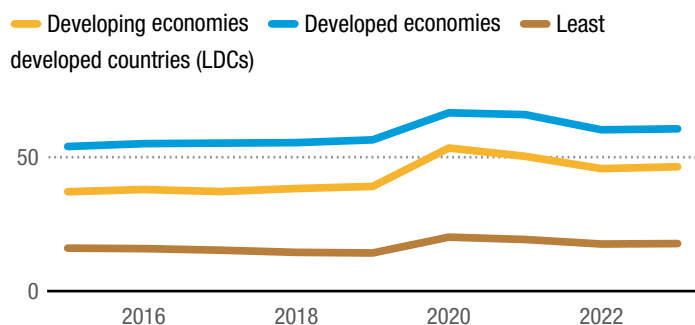
It published the Review of Maritime Transport 2024 – a flagship publication of UN Trade and Development, providing key data and analysis on developments in maritime transport, as well as rapid assessments of disruptions affecting the Red Sea, Black Sea and Panama Canal.

It also played a key role in facilitating consensus-building by organizing the **inaugural United Nations Global Supply Chain Forum**, held in May, in collaboration with the Government of Barbados, which convened more than 1,000 participants across over 60 sessions. The forum led to a ministerial statement for enhancing transport and logistics in small island developing states.

Through the **e-commerce and digital economy programme**, UN Trade and Development continues to contribute to international digital trade-policy discussions through engagements with the World Trade Organization, the World Bank, the International Monetary Fund and other global institutions, helping shape approaches to digital inclusion, e-commerce readiness and digital trade measurement.

### Least developed countries are falling behind in digital services trade

Digitally deliverable services as share of services exports, by development grouping, 2015–2023



Source: UNCTADstat



The programme led the production of the Digital Economy Report 2024, with global launches in Geneva, New York, Addis Ababa, Bangkok, Beijing, Nairobi and New Delhi.

It completed eTrade readiness assessments for Mauritania, Timor-Leste and Trinidad and Tobago, actively helping shape national e-commerce strategies, informing policy discussions at regional and international levels and guiding digital trade developments in developing countries.

**The TrainForTrade programme** helped boost trade resilience by providing structured capacity-building initiatives for port and logistics professionals. In 2024, the programme trained 5,898 participants – 37% of them women – from 179 countries.

Capacity-building-wise, the programme co-organized with global partners, six regional training workshops on measuring digital trade, benefiting 265 participants from 66 economies. Its “eTrade for Women” initiative held masterclasses for South Asia and Francophone Africa, with a global community connecting more than 350 women e-business founders worldwide.

UN Trade and Development is committed to helping accelerate the implementation of the Global Digital Compact – a key

outcome of the UN Summit of the future. The organization will continue facilitating dialogue, enhancing collaboration and supporting Member States to improve data governance for a more inclusive digital economy.

Looking ahead, the CSTD working group on data governance – to which UN Trade and Development provides substantive support – will meet in 2025 and 2026 to work on a progress report to the UN General Assembly, focused on formulating:

- ▶ Fundamental principles of data governance relevant to development at global, regional and country levels.
- ▶ Frameworks to support interoperability among national, regional and international data systems.
- ▶ Strategies to promote the fair sharing of benefits of data, particularly for developing countries and marginalized communities.
- ▶ Options to enable safe, secure and trusted data flows within and across national borders, upholding sovereignty, privacy and security while advancing global development goals.



## Impact projects around the world

### ASYCUDA catalyzing customs efficiency gains:

- ▶ **Afghanistan:** Exemption and humanitarian consignment processing time cut from 10 days to a few hours.
- ▶ **The Gambia:** 32% increase in customs revenue.
- ▶ **Kazakhstan:** Transit declaration processing time reduced by 67% between 2017 and 2024.
- ▶ **Vanuatu:** 400% increase in customs revenues since ASYCUDA single-window implementation in 2016, receiving praise as a model for small island developing states.
- ▶ **Iraq:** Customs revenue increased by 106% between 2023 and 2024.



## TrainForTrade for port management:

- ▶ 81 middle-to-senior port executives trained as future national instructors.
- ▶ More than 3,000 economic operators trained in trade facilitation and statistical methodologies.
- ▶ Delivered trade facilitation workshops in 62 countries.

The most valuable learning from TrainForTrade was understanding what a resilient port is. Threats to port operations are now multiple, and learning from best practices worldwide is invaluable.

– Angelica Borja, Maritime logistics technology expert, Colombia.

## Capacity- and consensus-building for a more inclusive digital economy, the division has:

- ▶ Undertaken 40 eTrade readiness assessments for economies across Africa, Asia and Latin America, while putting forward comprehensive recommendations to help countries move from assessments to implementation of e-trade policy reforms.
- ▶ Engaged 21 global partners through the “eTrade for All” initiative to promote e-commerce development in developing countries.
- ▶ The “eTrade for Women” Academy launched multilingual, self-paced training programmes, expanding its reach to a diverse global audience.

I want to emphasize the invaluable work of eTrade for Women. Through this platform, we have found a space to share experiences, learn from other women entrepreneurs and access valuable resources that help us grow.

– Nathalia Garcés Martínez, Entrepreneur from Colombia

## P166 programme empowering policymakers

The Paragraph 166 (P166) programme of UN Trade and Development, originating from the organization’s 10th ministerial conference in 2000, addresses the challenges facing developing and least developed countries in an increasingly globalized economy, through regional and short courses on key issues on the international economic agenda.

In 2024, the programme ran courses hosted in the University of Nairobi and Pakistan’s Foreign Service Academy.

Former graduates of the course have been appointed to national policy roles in areas including trade negotiation, strategic planning and foreign investment attraction.

Some have secured leadership roles in

regional economic integration efforts, including the African Continental Free Trade Area (AfCFTA) and national trade policy committees.

The UNCTAD regional course changed my career trajectory. I now contribute actively to AfCFTA policymaking and national trade strategies.”

– Benoit Mugisho Mastaki, Head of Office, Multilateral and Regional Trade Agreements Division, Ministry of Foreign Trade, Democratic Republic of the Congo









# UNCTAD Statistics

## Strategic focus

1

**Ensuring that numbers add up for evidence-based policymaking**, promoting high quality with our Statistics Coordination Committee

2

**Shoring up partnerships and statistical capacity building** to help countries worldwide track progress, identify and address gaps in sustainable development

3

**Enhanced collaboration with 66 countries that had requested stronger support** to measure South-South cooperation using a UN Framework, developed by the global South



## Highlights of current and future work

UNCTAD Statistics provides official statistics and other indicators for enhanced research, analysis and policy action on interrelated issues related to global trade, finance, technology, transport, investment and sustainable development.

In 2024, the team developed a new [UNCTAD Data Hub](#), a one-stop gateway to access UN Trade and Development's data resources.

Its new [Data Insights](#) offer trends and data visualizations reflecting real-time statistics on a broad range of issues crucial to trade and development. The Hub also provides a data-driven [Trade and Economy Nowcast](#) powered by artificial intelligence and updated weekly based on 200 source indicators.

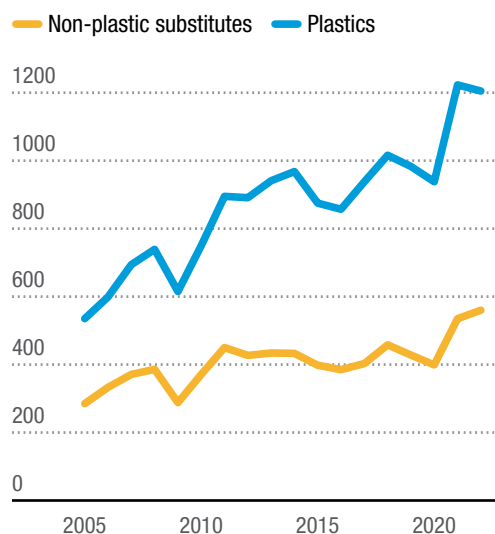
In 2024, UNCTAD Statistics led the development of new statistics and datasets to meet data needs in emerging policy areas, such as:

- 1 **The non-plastic substitutes database** informed UN-led negotiations at the 5th Intergovernmental Negotiating Committee on Plastic Pollution held in Busan, the Republic of Korea.



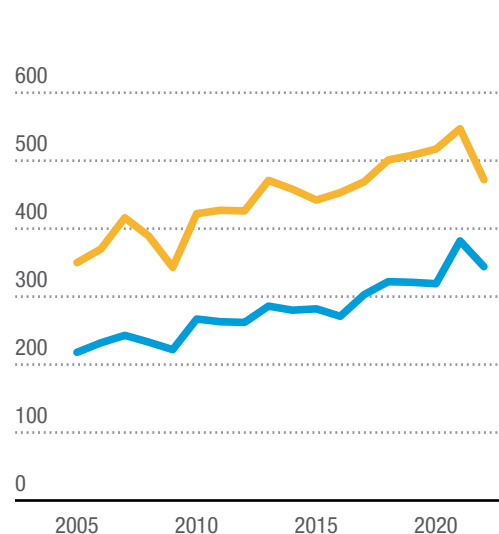
### The traded value of plastics and non-plastic substitutes shows a consistent upward trend

Global exports in plastic and non-plastic substitutes, billion of dollars, 2005–2022  
Brazil export mix, 1995, 2003 and 2022



### The traded volume of non-plastic substitutes remains significantly higher than plastics

Global exports in plastic and non-plastic substitutes, million of metric tons, 2005–2022



Source: UN Trade and Development (UNCTAD) based on UNCTADstat Data Centre.

Note: 2022 data may reflect fewer reporting countries







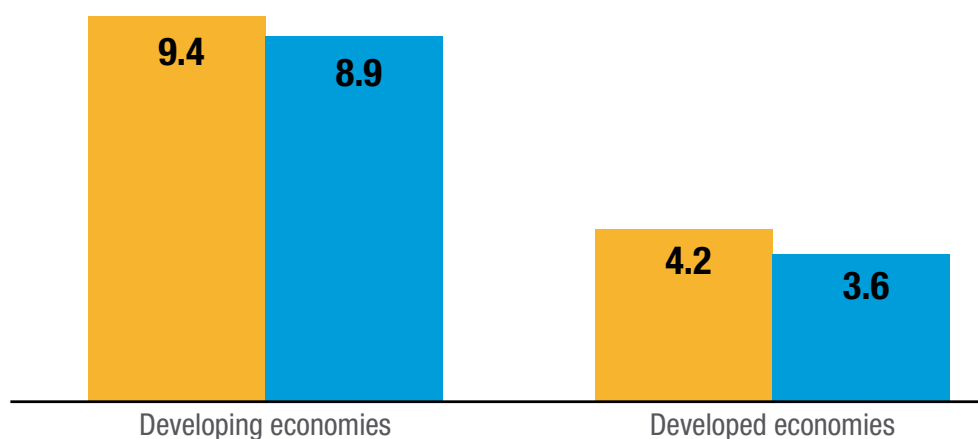
- 2** **The market and product concentration index** is currently used by the UN Committee for Development Policy in discussions related to least developed countries' graduation process.
- 3** **The trade and transport cost dataset** provided ground-breaking insights into import and export expenses, with bilateral flow data by country, commodity and mode of transport, launched at the inaugural UN Global Supply Chain Forum held in Barbados.



### Developing countries exert twice the effort to transport trade

Median maritime transport work (ton-km) per US dollar of maritime trade, 2021

Imports Exports



Source: UNCTADstat

Note: Transport work is calculated by multiplying the weight of the goods by the distance they need to be shipped.



## Actionable insights on gender equality in trade

Economic inequalities persist between women and men, but countries' commitments to change course are held back by the lack of data.

To bridge the gap, UNCTAD Statistics in 2024 released a new set of indicators on gender equality in trade with country data available on [UNCTADstat](#).

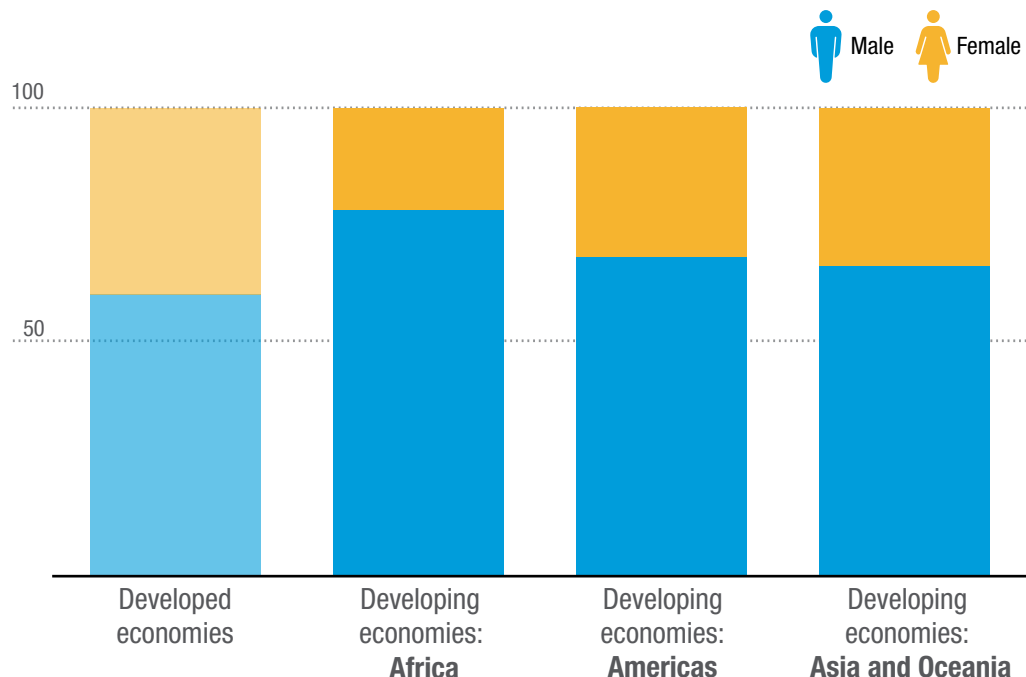
UNCTAD [guidelines for the measurement](#)

of gender-in-trade statistics were taken up by the UN system-wide [Trade Statistics manuals](#).

The 2024 [SDG Pulse In-Focus](#) analyzed these indicators, finding that women remain underrepresented in tradable sectors, producing only 20% to 40% of total export value depending on region, least in Africa.

### Women's contributions to domestic value added in gross exports lag behind men's across all regions, 2020

Contributions per male and female, percentage, 2020

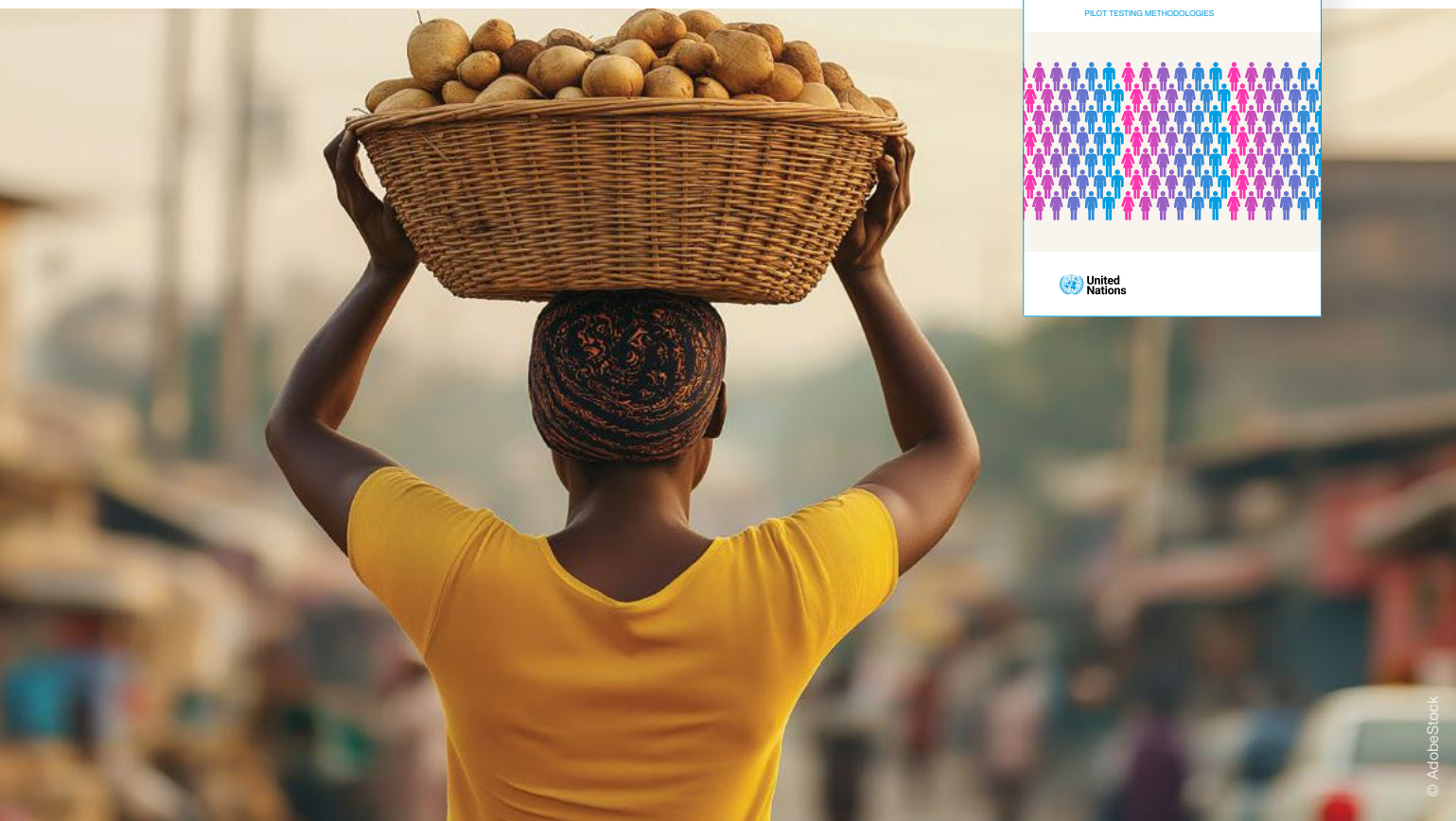


Source: UN Trade and Development (UNCTAD) calculation based on ILO (2024) and OECD (2024).

Note: Aggregated figures are based on data on employment and trade in value added for 76 economies. This analysis assumes that there are no differences in gender distribution between exporting and non-exporting firms. The proportions of male and female contributions to domestic value added are calculated assuming homogeneity in labour intensity, skills, etc., thereby stating that women represent a comparable share of value added to their proportion in employment.

The data showed that trade in services offers increasing potential for women in trade. But an additional \$360 billion is needed annually to achieve gender equality and women's empowerment.

The analysis also shows that more inclusive economies tend to have higher productive capacities. But currently, less than 1% of women and girls reside in countries doing well in women's empowerment and gender parity.



© AdobeStock

## International cooperation for stronger statistical capacity

Global statistical collaboration and partnerships are key to expanding UN Trade and Development's outreach and work impact.

In this regard, UNCTAD Statistics carried out three projects funded by the UN Development Account, in collaboration with UN regional commissions, the UN Office for South-South Cooperation and more. These projects enhance national capacities to compile service trade statistics, measure illicit financial flows and South-South cooperation, helping advance progress towards priority issues outlined in the UN Sustainable Development Goals (SDGs).

For instance, UNCTAD Statistics increased collaboration with global partners and governments to measure South-South cooperation using the UN framework

endorsed in 2022. The second inter-regional expert meeting in Qatar brought together 66 developing economies interested in starting to measure South-South cooperation flows for SDG indicator 17.3.1.

The effort aims to achieve first-ever globally balanced and inclusive data on development support – led and informed by developing economies, with the data they report, using the statistical framework they developed.

At the 2nd Committee of the UN General Assembly, member states requested UN Trade and Development to scale up technical support, providing developing countries with guidelines, tools and a meeting platform to enable evidence-based policy in South-South cooperation and tackle illicit financial flows.







## Impact projects around the world

### Momentum to measure South-South cooperation

In June 2024, an inter-regional expert meeting in Doha, Qatar, brought together 66 developing economies interested in measuring South-South cooperation to report data related to SDG indicator 17.3.1.

Discussions there have led to the release of a manual in early 2025, guiding countries in measuring South-South flows.

The topic of South-South data was high on the agenda of regional and national workshops held in Bangkok, Abuja and Lima, and a session at the World Trade Organization's Aid-for-Trade Review in Geneva.



## Trade statistics capacity building for nearly all economies worldwide

In 2024, UNCTAD Statistics and TrainForTrade trained 2264 participants from 178 countries through the e-learning course on merchandise and services trade statistics, jointly conducted with the UNDESA Statistics Division and World Trade Organization.

At the Global Supply Chain Forum, UN Trade and Development launched a [project](#) with seven Eastern Caribbean countries to strengthen statistical capacities and support evidence-based policymaking, including at

a high-level panel on trade in services for economic diversification.

The project builds on the Trade in Services Statistics Information System (TISSTAT), developed in collaboration with the members of the West African Economic and Monetary Union.

TISSAT -- a digital tool offered by UN Trade and Development to help national authorities measure trade in services, -- is in high demand among several other African and Latin American countries.

## Tracking illicit financial flows is possible

In 2024, UNCTAD Statistics supported eight countries in a joint project with UN regional commissions to measure and curb [illicit financial flows](#). Additional efforts focused on Ghana, Namibia and Zambia, with two national workshops held in each country, to measure selected types of illicit financial flows by analyzing detailed national datasets.

Outcomes and good practices in addressing illicit finance were shared in a global task force of countries and organizations, coordinated by UN Trade and Development and the UN Office on Drugs and Crime --co-custodians of SDG indicator 16.4.1.

## Counting the costs of achieving sustainable development

High interest in UN Trade and Development's [SDG cost analysis](#) continued in 2024, with calls for urgent measures to channel more financing into implementing the 2030 Agenda, including the need for \$360 billion per year to achieve gender equality.

UN Trade and Development calculated SDG spending gaps, and the \$99 billion figure annually for Latin America was highlighted as the headline number of the Organisation for Economic Co-operation and Development's (OECD) 17th Latin American Economic Outlook.











# New York Office



## New York Office

The office represents UN Trade and Development (UNCTAD) at UN Headquarters in New York, supporting intergovernmental processes, facilitating inter-agency collaboration and working with Member States – particularly in relation to the work of the General Assembly, the financing for development process and the United Nations Economic and Social Council – among others.

In 2024, UN Trade and Development continued to be a leading voice in New York on priority issues related to development, notably through the participation of Secretary-General Grynspan – supported by NYO – in numerous high-level speaking engagements, bilateral meetings and media interviews.

Building on top-level engagement and the presence of other senior leaders of UN Trade and Development, NYO actively engaged with Member States to disseminate first-hand research and analytical insights from the organization.

It also worked to gather feedback, provide substantive advice to help ensure that

Member States' perspectives are adequately reflected in the organization's work.

As a result, the role of UN Trade and Development featured prominently at a range of intergovernmental fora throughout 2024 – most notably the United Nations Summit of the Future, and the high level week of the 79th session of the General Assembly, the High-level Political Forum on Sustainable Development and the 4th International Conference on Small Island Developing States.

Primarily through NYO, UN Trade and Development played a crucial role at the Economic and Financial Committee – also known as the Second Committee – of the United Nations General Assembly.

UN Trade and Development's contribution was instrumental in driving consensus towards resolutions adopted by the committee on the issues related to debt sustainability, entrepreneurship, information and communication technologies, international trade, investment as well as the social and solidarity economy.

### Prominent voice on emerging development issues

Tackling new and emerging issues such as the intersection of digitalization, sustainability and inclusive development, NYO co-led an event at the Second Committee, entitled “Shaping an environmentally sustainable and inclusive digital future” with the UN Environment Programme.

The event, held in New York on 9 October and centred around UN Trade and Development's Digital Economy Report 2024, emerged among a variety of proposals to be the 2024 official side event of the Second Committee – whose general debate theme for the year was “Growth and resilience in uncertain times”.



UN Trade and Development's leading expertise was also recognized with its leading roles in the group of experts tasked with promoting policy solutions to resolve

the current debt crisis, and the Panel on Critical Energy Transition Minerals – both convened by United Nations Secretary-General António Guterres.

## **Spearheading calls to shore up financing for development**

Leading up to the 4th International Conference on Financing for Development (FfD4) set for mid-2025, UN Trade and Development contributed to the stocktaking and provision of policy recommendations, particularly on enhancing debt sustainability as well as harnessing international trade, investment, science, technology and innovation for development.

The organization, one of the main institutional stakeholders of the financing for development agenda, led contributions with nine policy briefs published during the conference preparatory process, covering core debt, trade and investment related issues as well as emerging issues such as curbing illicit financial flows, measuring

South-South cooperation and harnessing critical energy transition minerals for sustainable and inclusive development.

Additionally, UN Trade and Development actively shaped global discussions around how public investment, when strategically deployed, can help structurally transform economies, while creating a virtuous cycle of export-led growth, profitability and reinvestment.

These issues were front and centre at the FfD4 Preparatory Committee, particularly during a session held on 3 December in New York, under the theme “Reimagining financing for development: A Sovereign debt architecture for a sustainable future”.

## **Advancing collective solutions to shared challenges**

Through NYO, UN Trade and Development continued building synergies with key partners at New York Headquarters to promote policy solutions.

These include ongoing collaborations on commodity-related issues with the Office of the President of the General Assembly, permanent missions of Argentina and Indonesia, and various UN agencies to mark the 2024 International Micro-, Small- and

Medium-sized Enterprise Day.

Besides, UN Trade and Development was called upon to continue contributing to the Board of Advisors on Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to the President of the General Assembly, through the participation of the chief of NYO.



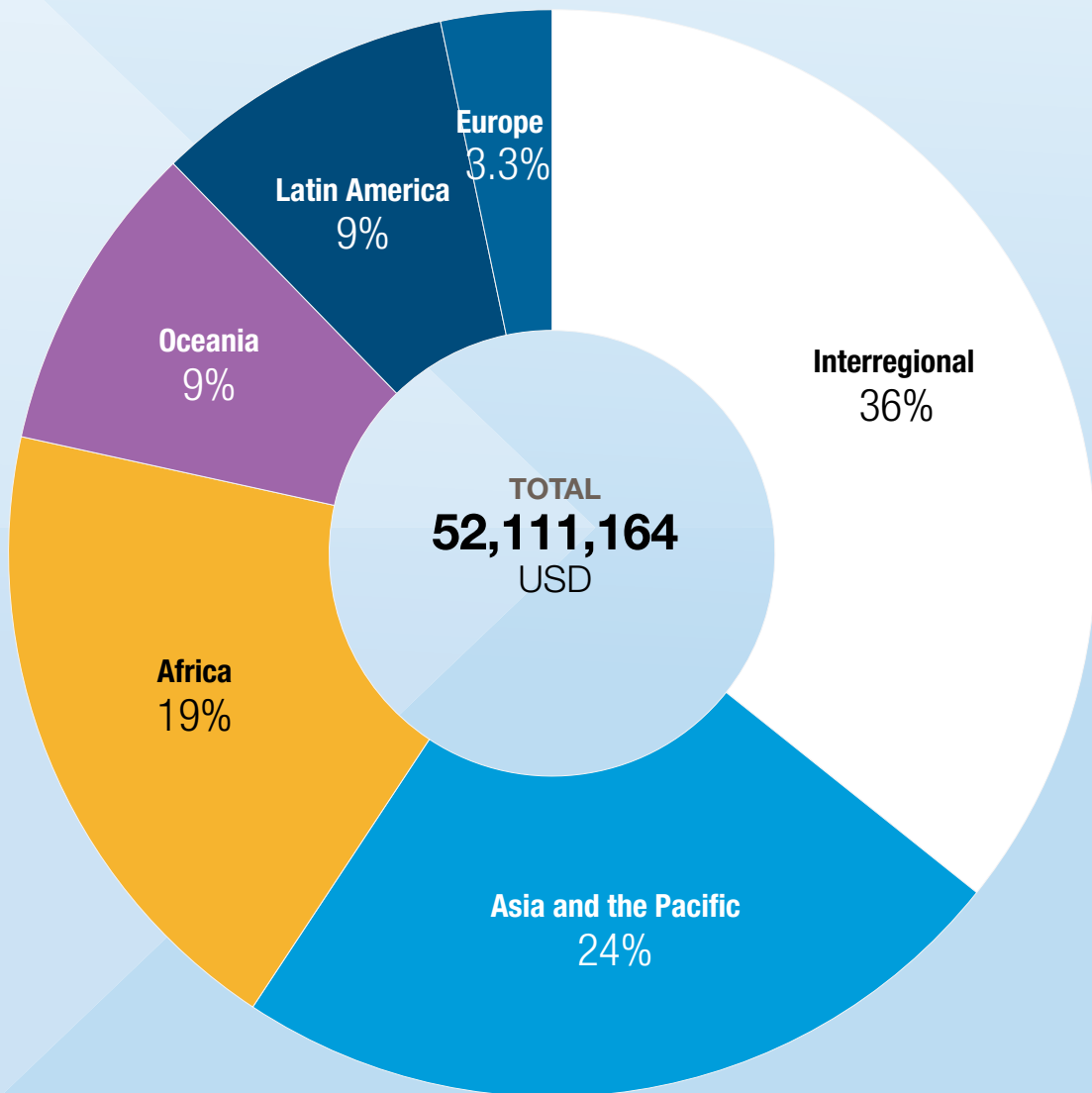




## Financial reporting

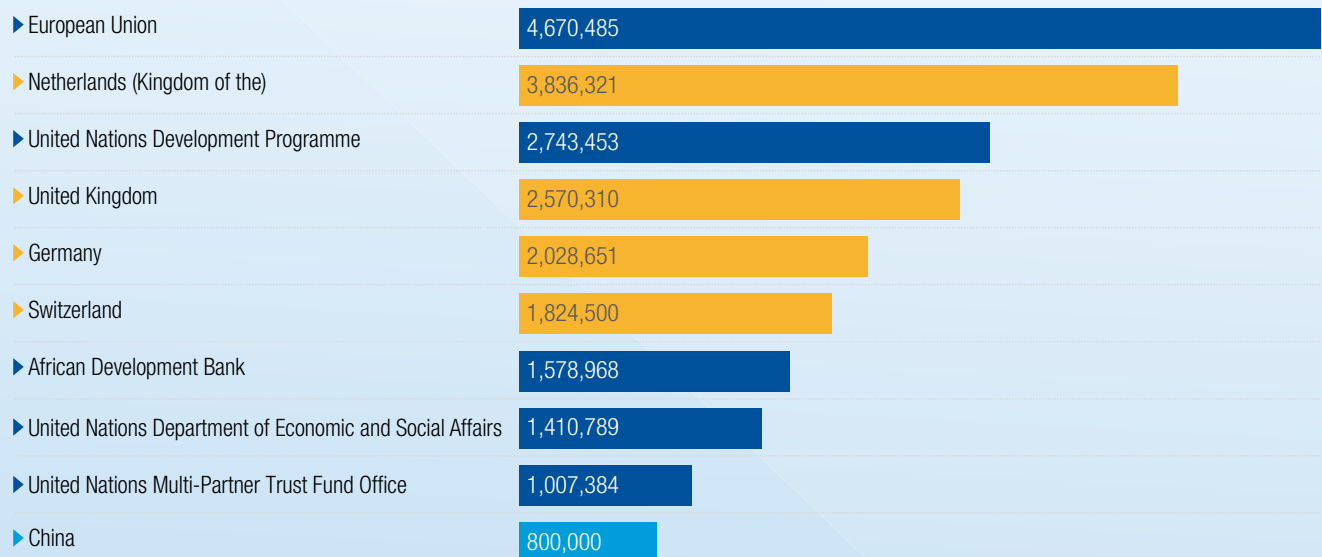


### Extrabudgetary expenditures



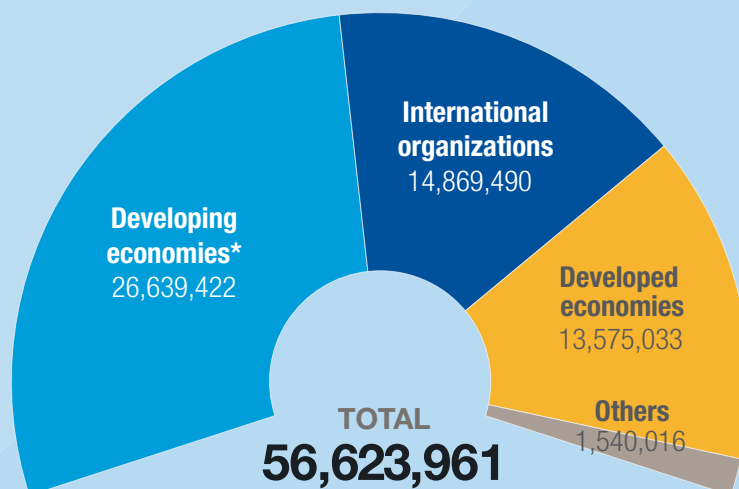
## Main donors for UNCTAD technical cooperation, 2024 US dollar

■ International organizations
 ■ Developed economies
 ■ Developing economies



Note: The main donors exclude contributors who provide funds for self-financed projects or activities.

## Voluntary contributions to UNCTAD technical cooperation, 2024 US dollar



\*96% of funding from developing economies was to finance projects in their respective economies or activities benefitting themselves, mainly to implement ASYCUDA (85%) and DMFAS (5%) programmes.







# UN Trade and Development team

Marcelo ABALOS - Ashraf ABDELAAL - Saidali ABDOULKARIM - Siti Rubiah ABDULLAH - Robert Kiyoshi ADACHI - Maria AHMED - Celia AIVALIOTI - Paul AKIWUMI - Rami Abdulmuti A ALAZZEH - William-Marcos ALBORS LAINE - Marwan Hweishel AL-FARAJAT - Sana AL-JADIR - Fabian ALLEN - Marie Caren ALMARIO - Mohammed ALMOGHAYER - Judith AMESO - Nizar AMMAMY - Rachid AMUI - Bruno ANTUNES - Daniele ARBINET-BOGLIO - Jose Luis ARDILA GIRALDO - Regina ASARIOTIS - Maritza ASCENCIOS - Yoseph ASMEELASH - Mark ASSAF - Dafina Georgieva ATANASOVA - Florent AUFREIRE - Christine Achieng AWITI - Edwin Gonzalo AYALA BORDA - Myriam AZAR - Natalia Janane BACHAYANI - Celine Amelie Jeanine BACROT - Paul BAGU - Lilia BAHOUL - Mohamed BALI - Benjamin Mattondo BANDA - Cecile BARAYRE-EL SHAMI - Claudia BARBERIS - Deniz BARKI - Nour El Houda BARNAT - Gustavo BARRETO DE CAMPOS - Diana Vivienne BARROWCLOUGH - John BARROZO - Miguel BAUTISTA - Kerem BAYRAKCEKEN - Faicel BELAID - Tadesse BELAY - Victor BELICOV - Habiba BEN BARKA - Salma BEN HAJI - Mohamed BEN HAMOUDA - Karim BEN ROMDHANE - Hassiba BENAMARA - Evelyn BENITEZ - Jean-Marc BENOIT - Omar BENYAMINA - Mohamed BENZARTI - Ermias BIADGLENG - David Olivier BICCHETTI - Karen BIHR - Sonia BLACHIER - Alexander BLACKBURN - Stephanie BLANKENBURG - Sanja BLAZEVIC - Julien Patrick BLIESENER - Ivane BOCHORISHVILI - Taro BOEL - Bradley BOICOURT - Katalin BOKOR - Andrzej BOLESTA - Richard BOLWIJN - Stephania BONILLA FRIEBEL - Lisa BORGATTI - Olivio Correia BORGES - Julien BORNON - Maria Pilar BORQUE FERNANDEZ - Elena BOTVINA - Anne Madeleine BOUCHET - Rachid BOUHIA - Maria BOVEY - Virginia BREGGER - Johanna BRUEHLMANN - David BUSTAMANTE MASANA - Aurangzeb BUTT - Thomas Matthew CALLAGHAN - Dima CALOVSKI - Diana CAMERINI - Jeronim CAPALDO - Michael CAPUANO - Rodrigo CARCAMO DIAZ - Chantal Line CARPENTIER - Emmanuelle CARTIER - Marina CARTIER-KAYAYAN - Bruno CASELLA - Yoann CHAINE - Richard Pascal CHALVERAT - Clariesse Jami Mari CHAN - Dominique CHANTREL - Ekaterina CHERNOVA - Lalouani CHOUDER - Lyubov CHUMAKOVA - Fatoumata CISS-DIALLO - Fiodor CIUPERCA - Constantin CIUTA - Joseph John CLEMENTS - Mathilde Eida J CLOSSET - Carmen COBREROS RAMIREZ - Ion Valentin COJOACA - Olivier COMBE - Claudia CONTRERAS ROJAS - Roxana Marina CORTINA MENDOZA - Pablo Daniel CORTIZO - Christopher Paul Mark COSGROVE - Gavin Diarmuid COSTELLO - Coumba COULIBALY - David Eric CRISTALLO - Ilaria CROTTI - Juan Luis CRUCELEGUI - Brenda CRUCHAGA - Stefan CSORDAS - Florence CUENOUD GUENIN - Laura CYRON-MEHROTRA - Maria Teresa DA PIEDADE MOREIRA - Alexandre Scander DABBOU - Cambiz DANESHVAR - Danielle DAOU - John DAVID - Junior DAVIS - Judith DE BEER - Tiuna DE BENITO FERNANDEZ - Luz Maria DE LA MORA - SANCHEZ - Vanessa DE THORPE MILLARD - Nathalie DEFRASNE - Mussie DELELEGN - Christopher Ralph DENT - Nabil DHAHRI - Helena Maria DIAS AFONSO - Marisa DIAZ - Dorothy DILLARD - Roxana DINA - Sandrine DODARD - Sofia Isabel DOMINGUEZ DELGADO - Salem DRIDI - Jacqueline DU PASQUIER - Fabien DUMESNIL - Chantal DUPASQUIER - Jose DURAN - Florence DURAND - Hamed EL KADY - Maha EL MASRI - Mutasim A. ELAGRAA - Idriss ELMi DOUBED - Nathalie EULAERTS - Mispa EWENE MESINZE - Severine EXCOFFIER - Helene Jeanne FABIANI - Pilar FAJARNES GARCES - Nabil FARRAH - Cynthia Mireille FAURE - Boulbaba FEHRI - Yvette Angelica FERNANDEZ AZNARAN - Santiago FERNANDEZ DE CORDOVA BRIZ - Kristine FITZPATRICK - Leonardo FLORES MENDEZ - Scarlett FONDEUR GIL DE BARTH - Piergiuseppe FORTUNATO - Julian FRAGA-CAMPOS - Debbie Jill FRANCISCO - Laurent FRANCOIS - Torbjorn FREDRIKSSON - Clovis FREIRE JUNIOR - Marco FUGAZZA - Samuel FUNCK THOMAZ - Khaled GAFAFAR - Elizabeth GACHUIRI - Ouassim GAHBICHE - Lulu GAO - Maria GARCIA PEREZ - Viridiana GARCIA-QUILES - Jaouhar GARREB - Stefanie GARRY - Alessandra GATTI - Rakia GAZZAH - Aline GENOUD - Alain Robert GENOUD - Denis Maurice M GERVALLE - Dmitry GODUNOV - Patrick GOETTNER - Ebru GOKCE-DESSEMOND - Luis Felipe GONCALVES MORGADO - Yihong GONG - Angel GONZALEZ SANZ - Victoria GOUDEVA - Tiffany Dawn GRABSKI - Jakub GREGOR - Beth Anne GRIFFITH HELFAND - Frank GROZEL - Julia GRUEBLER - **Rebeca GRYNSPAN** - Natalia De Los Angeles GUERRA DAVILA - Ricardo GUERRA-CHAVEZ - Ruben Dario GUILLEN VELAZQUEZ - Maria Cecilia GUTIERREZ MIDEROS - Sylvie GUY - Chokri GZARA - Ashraf Sameer Ahmad HADDAD - Nadege HADJEMIAN - Amel HAFFOUZ - Poul HANSEN - Mohammad HASAN - Zenathan Adnin HASANNUDIN - Penelope Anne HAWKINS - Yan HE - Rodrigo HERNANGOMEZ RUEDA - Jacques HILLINGER - Ina HODGE - Jan HOFFMANN - Onno HOFFMEISTER - Daniel Aron HOPP - Florence HUDRY - Catherine HUISSOUD - Sophie Beatrice Victoire HUNTER - Rosanna IANNANTUONO - Khaled IBRAHIM - Basem IBRAHIM - Sabrina IELMOLI BEUXE - Stefano INAMA - Hosam ISMAIL - Adolfo ISNADO DONAIRE - Adnan ISSA - Taisuke ITO - Katya IYANOVA - Arnau IZAGUERRI VILA - Randa JAMAL - Manuela JANDER - Lorena JARAMILLO CASTRO - Maria Luz JAUREGUIBERRY - Raul JAVALOYES TUMBUSCH - Caroline JEUNET - Yongbak JIN - Wendy JUAN - Martine JULSAINT KIDANE - Jean Chrysostome KABALISA - Juliet KABOHA - Malick KANE - Roula KATERGI - Muhammad KATTAN - Eriko KAWAKAMI-RAYNAUD - Rima KEBBE-YAKZAN - Nishta KEEBLE - Kseniia KELLY - Stephanie KELPE - Leonard Yves KENFACK TSAFACK -



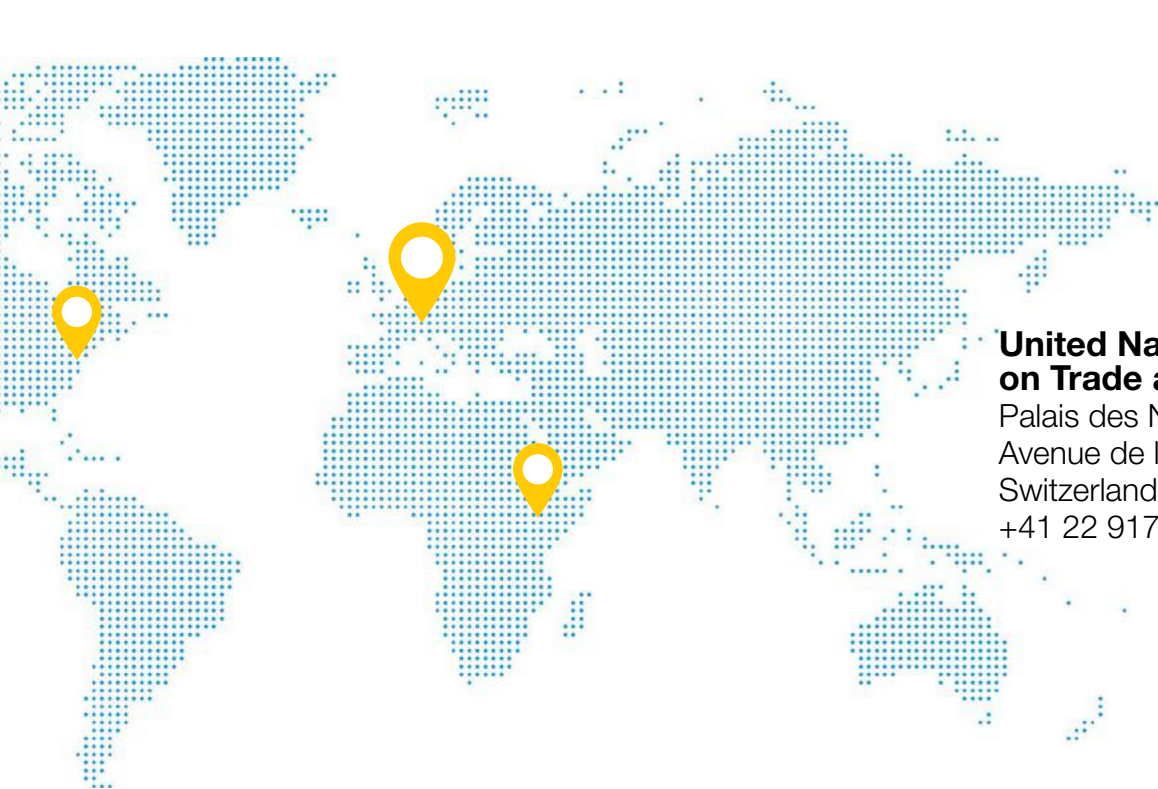


**2024 was a year of action,  
growth and achievements, made possible by the  
515 staff members at UN Trade and Development.**

Jennie Ornella KENGNE KAMGA MOCHE - Argyro KEPESIDI - Daniel James KER - Stephanie KERMOAL - Narmin KHALILOVA - Mohammed Rizwan KHAN - Carolynne Wanjiku KIMUHU - Hatem KNANI - Christian KNEBEL - Pierre KOHLER - Ksenia KOLOSKOVA - Geoffrey Mponeja KOSSAMI - Chrysanthi KOURTI - Erki KRIKS - Paul KUKU - Tomasz KULAGA - Rauno KULLA - Mukul KUMAR - Taona KUO - Petra KYNCLOVA - Pedro LAGONEGRO - Smita LAKHE - Raymond LANDVELD - Remi LANG - Alexandra LAURENT - Regina Oyindamola LEDESMA - Seul LEE - Nicolas LEGER - Aurelie LEGRAND - Arouna LENGANI - Pauline LEONARD - Peter Terence LEONARD - Anastasia LESKOVA - Nicole LEWIS-LETTINGTON - Nan LI - Guoyong LIANG - Jovan LICINA - Michael Anthony LIM - Mariangela LINOCI - Keith Anthony LOCKWOOD - Lisanne LOSIER - Cassandre LTEIF - Iris MACCULI - Daniela MAGALHAES PRATES - Stephania MAGESTE CASTELAR CAMPOS - Edmund MALE - Isa MAMEDOV - Giulia MANIEZZI - Elisabeth Nicole MARESCHAL - Sergio MARTINEZ ALVAREZ - Juan Jose MARTINEZ BADILLO - Erika Gabriela MARTINEZ LIEVANO - Renaud MASSENET - Natalia MATVEEVA - Gilles Rene Andre MAURY - Khauhelo MAWANA - Delphine MAYEN - Nicolas MAYSTRE - Ildephonse MBABAZIZIMANA - Vanessa MCCARTHY - Namik MEHMETI - Moritz MEIER-EWERT - Massimo MELONI - Jaime MENDOZA TERCEROS - Anthony MILLER - Anil MISTRY - Fengxian MO - Reza MOHAMMADI - Nigussie Seid MOHAMMED - Ursula MOHRLE - Kuenia Motsopitso MOLAPO - Tibor MOLNAR - David Alejandro MORENO AZUA - Pedro Manuel MORENO FERNANDEZ - Laura MORESINO-BORINI - Mirco MORETTI - Monica MORRICA - Chad MORRIS - Bitia MORTAZAVI - Graham MOTT - Fabienne MOURLON - Lucy MUDAHERANWA - Robert MUGABI - Karen MULWEYE - Sophie MUNDA - Daniel MUNEVAR SASTRE - Ana Candida MUNIZ CIPRIANO - Jason MUNYAN - Samuel MUNYANEZA - Olivier MUNYESHURI - Ricardo MURILLO GONZALEZ - Emmanuel Jacob MURWON - Zaw MYINT - Arajab NABIKAMBALI - Shizette Lee NAIDOO - Aslam PARVEZ - Maria Vinod NAIR - Bojan NASTAV - Peter NAVARRETTE - Amalia NAVARRO MUNOZ-COBOS - Eunelyky NDHLOVU - Abraham Beyene NEGASH - Anastasia NESVETAILOVA PALAN - 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