



FROM ACTIONS TO **RESULTS**



Implementation of
the Nairobi Maafikiano in a
Changing Environment

December 2017



UNITED NATIONS



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Introduction

The present publication, *From Actions to Results: Implementation of the Nairobi Maafikiano in a Changing Environment*, has been prepared to take stock of implementation of the Nairobi Maafikiano one and a half years into the new mandate of UNCTAD, approved by member States in July 2016. The stocktaking undertaken by the UNCTAD secretariat is presented in part one.

The strategic directions of part two chart the actions that UNCTAD shall pursue as it prepares for the midterm review of implementation of the Nairobi Maafikiano in 2018, and as the organization embarks on the road to the fifteenth session of the United Nations Conference on Trade and Development, continuing to intensify its efforts towards supporting implementation of the 2030 Agenda for Sustainable Development, the commitments under the Addis Ababa Action Agenda and other relevant internationally agreed outcomes.

This publication is furthermore intended to serve as a reference tool for the UNCTAD secretariat and to inform all stakeholders. A revitalized UNCTAD will be better placed to serve the needs of developing countries in fulfilling the mandate of UNCTAD of addressing the division of the world into pockets of poverty and of plenty, through gainful integration of developing countries into the world economy.

December 2017





PART ONE

Stocktaking:
Strengthening the role of UNCTAD
as the United Nations system
focal point for trade and development



I. Growing relevance of UNCTAD

1. The fourteenth session of the United Nations Conference on Trade and Development (UNCTAD) took place at a watershed moment for the international community, the first quadrennial conference following the historic agreement of the “triple promises” of 2015, namely the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the Paris Agreement on climate change.¹ The Nairobi Maafikiano² adopted at the fourteenth session of the Conference marked the beginning of implementation of those triple promises for UNCTAD, moving from the decisions of 2015 to the actions and stronger role that UNCTAD was to undertake to build the productive capacities developing countries need to implement the new agendas, including by helping to establish an enabling international economic environment for development.

2. The Nairobi Maafikiano sets out a strengthened and reinforced work programme that builds on the Doha Mandate³ and updates the thematic and priority areas of UNCTAD work. Implementation by the UNCTAD secretariat of the Nairobi Maafikiano has been under way and will continue until the next quadrennial conference. However, uncertainties in the midst of a changing global and institutional context require that UNCTAD reflects on and updates its management priorities and operational strategies to ensure that they remain aligned with the Nairobi Maafikiano.

3. The ambitious global development agenda and the call for a strengthened UNCTAD, as recognized in the Addis Ababa Action Agenda and articulated in the actions called for in the Nairobi Maafikiano, have come as the global enabling environment for development continues to be hindered by uncertainties, weak demand, sluggish global trade and insufficient productive investment, both domestic and foreign, as well as by challenges brought on by new and emerging technologies.

1. General Assembly resolution 70/1, General Assembly resolution 69/313 and the Paris Agreement under the United Nations Framework Convention on Climate Change (FCCC/CP/2015/10/Add.1, annex), respectively.

2. TD/519/Add.2.

3. TD/500/Add.1.

4. The report of the UNCTAD Secretary-General to the fourteenth session of the Conference, *From Decisions to Actions*,⁴ argued that multilateralism is pivotal for delivering the triple promises of 2015. Yet, today, with operationalization of the Nairobi Maafikiano under way, multilateralism remains at a crossroads. Amid the uncertain global environment, and in order to reorient its work effectively, the United Nations has embarked on a process of reform, including the repositioning of the entire United Nations development system to support more effectively the 2030 Agenda for Sustainable Development.

5. In 2017, in response to General Assembly resolution 71/243 on the Quadrennial Comprehensive Policy Review, the United Nations has begun system-wide consultations to strengthen the United Nations development pillar to meet today's complex and interlinked challenges, as described in the June 2017 report of the United Nations Secretary-General entitled "Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all".⁵

6. Additionally, in the September 2017 report entitled "Shifting the management paradigm in the United Nations: ensuring a better future for all",⁶ the United Nations Secretary-General proposed a series of management reforms to help streamline and make management of the United Nations Secretariat more effective, shifting the focus from processes to results. All of these reform proposals offer important food for thought for UNCTAD and its strengthened role in the United Nations system.

7. Against this backdrop, the present publication is structured in two parts. Part one is focused on stocktaking, with a view to strengthening the role of UNCTAD as the focal point for trade and development within the United Nations system. Part two builds on the stocktaking exercise to outline the strategic directions envisaged, in the context of a changing multilateral environment, as implementation of the Nairobi Maafikiano moves ahead. The chapters under each part are organized as follows:

(a) Part one. Chapter I reviews the growing relevance of UNCTAD in the context of a changing multilateral environment. Chapter II assesses the activities that are strengthened or new under the Nairobi Maafikiano, and appraises how ongoing implementation of the Nairobi Maafikiano can proceed and, broadly, be magnified, from the perspective of the UNCTAD secretariat. Chapter III defines UNCTAD strengths and advantages in terms of "thought leadership" and the

4. UNCTAD (XIV)/1.

5. A/72/124-E/2018/3, also his shift to engaged with Assembly negotiating dialogic role e-oriented discussion of thematic priorities facing developin

6. A/72/492.

normative expertise UNCTAD provides the United Nations system on trade and development issues at this critical moment for development, in line with paragraph 11 of the Nairobi Maafikiano.

(b) Part two. Chapter IV makes concrete proposals for intensifying mutual cooperation and communications within the broader United Nations development pillar, in line with paragraph 88 of the Nairobi Maafikiano. Chapter V makes concrete proposals on revitalizing the UNCTAD intergovernmental machinery, in line with paragraphs 93–97 of the Nairobi Maafikiano. Chapter VI offers concrete proposals for realigning certain elements of the organizational structure of UNCTAD as an outgrowth of the strengthened role that UNCTAD has been called on to play, in line with paragraph 14 of the Nairobi Maafikiano.



II. Assessment of strengthened or new UNCTAD activities under the Nairobi Maafikiano

8. The Nairobi Maafikiano strengthened UNCTAD, reaffirming its work programme under the Doha Mandate and the Accra Accord, but also energized the work programme to take into account the 2030 Agenda for Sustainable Development and the outcomes of other relevant conferences. As a basis for the work of UNCTAD from 2016 to 2020, the Nairobi Maafikiano, under the theme “From decision to action: Moving towards an inclusive and equitable global economic environment for trade and development,” provides agreed policy analysis and the agreed role of UNCTAD around four broad cross-cutting sub-themes:

(a) Challenges and opportunities in multilateralism for trade and development;

(b) Promoting sustained, inclusive and sustainable economic growth through trade, investment, finance and technology to achieve prosperity for all;

(c) Advancing economic structural transformation and cooperation to build economic resilience and address trade and development challenges, at all levels, within the UNCTAD mandate;

(d) Contributing to the effective implementation of and follow-up to the 2030 Agenda for Sustainable Development and relevant outcomes from global conferences and summits, as related to trade and development.

9. The Nairobi Maafikiano responded to the call in the Addis Ababa Action Agenda for strengthening of the role of UNCTAD as the focal point in the United Nations system for the integrated treatment of trade and development by “strengthening”, “enhancing” or “reinforcing” a number of key areas of work. It also cited new areas of work to undertake not encompassed by the previous UNCTAD work programme.⁷

10. While a full progress report on implementation of the Nairobi Maafikiano will be the focus of a midterm review by member States in 2018, the list below indicates the specific areas of work that were strengthened or are new (i.e. not included in previous quadrennial conference outcomes) under the Nairobi Maafikiano. The annex to this publication provides references to the paragraphs in the Nairobi Maafikiano that refer to each area of work and indicates the key milestones that have been reached in the implementation of these areas over the period from July 2016 to November 2017. Thus, the areas of work presented are as follows:

- “Strengthened” focus on the least developed countries, including technical cooperation activities and policy dialogue with policymakers
- “Strengthened” engagement with Governments, civil society organizations, academia and the private sector
- “Strengthened” cooperation on non-tariff measures with relevant partners
- Promoting policies for responsible sovereign borrowing and lending
- “Enhanced” work programme on science and technology, including science, technology and innovation policy reviews
- Work on linkages, interdependence, integration and interrelation among policy areas in national development strategies

7. It is understood that references in this publication to either “strengthened”, “enhanced” or “reinforced” activities reflect the original wording of the Nairobi Maafikiano, when referring to different activities. Likewise, “new” activities or areas of work reflect the wording used under this mandate.

- Assisting the least developed countries in making use of duty-free, quota-free schemes and preferential rules of origin
- Enhancing impact of migrants' remittances on development
- “Enhanced” development of transparent measures of progress on sustainable development, and other work on statistics and measuring impact of policies
- “Strengthening” cooperation between landlocked developing countries and transit countries
- “Reinforced” work on trade in services, including data, statistics and analysis
- Support to responsible investment initiatives and to sustainability reporting standards
- Developing a new generation of investment promotion and investment facilitation strategies
- “Strengthened” work on enhancing development gains from digital economy and e-commerce
- “Reinforced” support to developing countries to undertake trade facilitation reforms
- Designing strategies and policies to enhance contribution of investment to the Sustainable Development Goals, including through utilizing the World Investment Forum
- “Reinforced” work on the links between gender equality, women and girl's empowerment, and trade and development
- “Strengthened” programme of assistance to the Palestinian people
- “Enhanced” work on infrastructure services
- Providing briefings on trade and development at the ministerial level
- Operationalizing the Intergovernmental Group of Experts on E-commerce and the Digital Economy
- Operationalizing the Intergovernmental Group of Experts on Financing for Development
- Advancement of Sustainable Development Goal 14.

11. As the annex demonstrates, significant progress has already been made in implementing the operational paragraphs of the Nairobi Maafikiano related to areas of UNCTAD work, which member States agreed should be explicitly strengthened or which are new.

12. Going forward, these efforts shall be continued, as a part of implementation of the entire work programme under the Nairobi Maafikiano, and be further magnified by:

(a) Translating into practice the strengths and advantages of UNCTAD as a thought leader and normative voice on trade and development within the United Nations system, in line with paragraph 11 of the Nairobi Maafikiano;

(b) Intensifying mutual cooperation with other United Nations agencies and international organizations, in line with paragraph 88 of the Nairobi Maafikiano;

(c) Revitalizing the intergovernmental machinery, in line with paragraphs 93–97 of the Nairobi Maafikiano;

(d) Realigning the UNCTAD secretariat's organizational structure in order to strengthen the role of UNCTAD as the focal point for the integrated treatment of trade and development, in line with paragraph 12 of the Nairobi Maafikiano.

13. The remaining chapters of this publication assess or elaborate on how each of these elements in turn strengthens the role of UNCTAD and can be put into practice in implementing the Nairobi Maafikiano.

III. UNCTAD strengths and advantage in providing thought leadership



14. Following the guidelines set by the Nairobi Maafikiano on enhancing the role in development, impact and institutional effectiveness of UNCTAD, the stocktaking and strategic directions presented in this publication seek to position

UNCTAD by translating into practice the organization's strengths and advantages, including what differentiates it from, and allows it to complement, the work of other organizations, to best support the needs and priorities of developing countries, as called for in paragraph 11 of the Nairobi Maafikiano. The unique intellectual and thought leadership on trade and development issues, which UNCTAD provides to the United Nations system, forms the basis of these strengths and advantages, particularly in light of the changing external environment.

15. For over 50 years, UNCTAD has advocated an integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. This long-standing approach represents an opportunity, given that the new development agenda advocates an integrated approach aimed at breaking down silos. Indeed, with the broad spectrum of development actors seeking to be integrated in their approach, UNCTAD must build on the integrated nature of its work, using all of its substantive expertise and in concert with all relevant partners.

16. The integrated UNCTAD approach maximizes synergies between its three pillars of work – research and analysis, technical cooperation and consensus-building – to provide development solutions. The strength of the intergovernmental consensus-building of UNCTAD has been based on the high-quality research that the secretariat conducts, which advances policy solutions that can be implemented through technical cooperation, in support of developing countries. UNCTAD seeks to maximize synergies between research and technical cooperation for informed policy decisions, and to ensure two-directional feed-in between policy analysis and intergovernmental consensus-building work. This process results in relevant concrete deliverables and pragmatic solutions to development problems. The process for arriving at such pragmatic outcomes aims at broadly following a four-staged process for maximizing synergies between the three pillars of UNCTAD work:

(a) Stage 1. The secretariat's research and policy analysis provides a basis for intergovernmental deliberations.

(b) Stage 2. These deliberations are expected to result in the formulation of prospective outputs at the expert level and a review of policy implications at the policymaking level (i.e. the Trade and Development Board, through the Commissions as appropriate).

(c) Stage 3. The secretariat provides technical assistance to selected developing countries in applying the outcomes achieved, and collects feedback on implementation from all stakeholders.

(d) Stage 4. This feedback is then reported to the membership of UNCTAD and other stakeholders, through the intergovernmental machinery to further improve the relevance and effectiveness of research and analysis.

This process thus provides concrete and actionable inputs to national policy formulation and international rule-making processes. Pragmatic outcomes of this process can, for example, take the form of inventories of good practices, guidelines, sets of criteria or principles and model frameworks.

17. As a Conference, UNCTAD also retains a unique intergovernmental role as an organ of the General Assembly with wide latitude, embodied in General Assembly resolution 1995 (XIX), to decide through its Trade and Development Board to raise issues of concern to developing countries related to trade and development. This continues to provide a space for developing and developed countries to come together with other stakeholders in a “comfort zone” for addressing key, and sometimes thorny, issues. UNCTAD therefore has been serving as a place for growing new ideas, innovative capacity building approaches, and international cooperation initiatives before they are scaled-up and delivered in collaboration with other agencies and stakeholders. This provides a comfort zone that has resulted in path-breaking proposals over the years, which have affected development discourse globally, including innovative proposals that influenced creation of special drawing rights, the Generalized System of Preferences, the 0.7 per cent aid target, multilateral debt relief, the code of conduct for liner shipping conferences and international cooperation on trade facilitation.

18. A distinctive organizational feature of UNCTAD is its initial establishment as a United Nations entity at the request of developing countries – with the support of their development partners – to advance the contributions of trade, finance, investment and technology to sustainable development. Understandably, UNCTAD research and policy analysis therefore focuses on the development dimension and aims at exploring alternative policy options for consideration by developing countries. This has meant on occasion recommending policies that challenge the conventional wisdom and accepted mainstream approaches to development, often serving as a compass on contentious issues, where no consensus yet exists. For example, notably, UNCTAD has led the international debate on how developing countries can use their existing policy space, and enlarge it, without opting out of their international commitments.

19. UNCTAD technical cooperation activities are increasingly demand driven and focus on building developing countries’ productive capacity. Though UNCTAD depends on the generous support of donors for implementing its technical

cooperation activities, increasingly resource-poor developing countries are also self-financing technical cooperation activities to ensure that they continue to benefit from UNCTAD assistance. This clearly reflects their appreciation of the technical assistance provided by UNCTAD and the value that they attach to UNCTAD support.

20. UNCTAD has recognized and distinctive expertise in the area of data and statistics for trade and development. Through the deliberations of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, UNCTAD has been made the custodian or co-custodian of a number of Sustainable Development Goal indicators, which it will report on annually at the high-level political forum on sustainable development, and possesses considerable data capacities with respect to a wide range of means of implementation indicators. These indicators reflect a cross-section of the data production capabilities of UNCTAD divisions. Notably most of these indicators are measures of “means of implementation”, confirming the role of UNCTAD not only in benchmarking progress, but also in monitoring implementation.

21. The rising importance of the private sector in the implementation of the global development agenda also highlights a significant opportunity for the proven competences of UNCTAD in engaging, analysing and cooperating with private sector actors. As private resources are increasingly mobilized to support the Sustainable Development Goal imperative, UNCTAD has a unique opportunity to strengthen its normative role, ring-fencing sustainability gains in the corporate sector. This expertise can benefit not only individual member States but also the United Nations system as a whole, and serve as a vehicle for deeper partnerships. This can also dovetail with existing UNCTAD expertise in engagement with civil society – whose members are also active participants in UNCTAD work – to bolster the multi-stakeholder approach of UNCTAD, as well as intensify and diversify its added value, thereby enhancing advocacy for inclusive and sustainable development, in line with paragraph 90 of the Nairobi Maafikiano.



PART TWO

Strategic directions in
a changing multilateral environment



IV. Intensifying UNCTAD cooperation with the United Nations development pillar

22. As set out in the Nairobi Maafikiano, UNCTAD actively contributes to the implementation of and follow-up to the outcomes of relevant global conferences, including the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Programme of Action for the Least Developed Countries for the Decade 2011–2020 (Istanbul Programme of Action), the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the Samoa Pathway, outcomes of the World Summit on the Information Society and, as appropriate, the Paris Agreement under the United Nations Framework Convention on Climate Change, among other relevant international agreements and outcomes. In so doing, UNCTAD collaborates with a variety of United Nations agencies and other external partners. UNCTAD also takes a leading role in a number of United Nations-wide processes, including as one of the five major institutional stakeholders of the financing for development follow-up process, serving as the substantive secretariat for the Commission on Science and Technology for Development of the Economic and Social Council and leading the United Nations Inter-Agency Cluster on Trade and Productive Capacity.

23. While current UNCTAD collaboration is strong with external partners working in areas related to trade and development, the UNCTAD approach to collaboration could benefit from a more systematic UNCTAD-wide approach. Paragraph 88 of the Nairobi Maafikiano calls on UNCTAD to intensify current collaboration and coordination with United Nations agencies and other international organizations working on trade and development issues, given the increased demands for policy support and an integrated approach, as required by the new development agenda.

A. System-wide relevance and compatibility of UNCTAD

24. The July 2016 report of the United Nations Secretary-General, entitled “Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all”,⁸ highlighted the results of a review of current

functions and existing capacities of the United Nations development system. Some of the results have important implications for current UNCTAD cooperation and communications with other United Nations system entities, as the report reveals a number of system-wide gaps in the delivery of important functions required for the 2030 Agenda. Specifically, the report:

(a) States that “the data revealed insufficient capacities for data management and the provision of integrated policy advice”, with only 16 per cent of total United Nations system funds, or a similar share of total staff, estimated to be dedicated to policy advice, normative support and data collection and analysis in 2016 (paragraph 31);

(b) States also that the United Nations system as a whole “requires revamped capacities” for inter alia partnerships, financing, statistics and innovative and integrated analysis (paragraph 33);

(c) Finds in addition that “the system needs more sophisticated policy integration skills” (paragraph 38) and that it “must improve in its ability to manage collected data and turn such data into insights” (paragraph 39);

(d) Makes the argument for embedding “multi-stakeholder partnerships into the core business model of the United Nations development system” (paragraph 42), for a “comprehensive overhaul in the United Nations system’s approach to financing” (paragraph 44) and that United Nations country teams in particular “will need to develop adequate skill sets to help countries design and leverage investments for project” (paragraph 45).

25. The gaps identified above relate to functions and competencies that are strengths and advantages of UNCTAD, and for which UNCTAD has unique skill sets, whether through its integrated approach to trade and development or through its unique partnerships notably in support of financing and investment, among others, the World Investment Forum. To help address these gaps system-wide, going forward UNCTAD shall:

(a) Undertake to make UNCTAD expertise and knowledge more widely available to other entities of the United Nations development system;

(b) Scale up its partnership-focused workstreams, in particular in close collaboration with the Department of Economic and Social Affairs, the Global Compact and the United Nations Development Group, as well as with international financial institutions;

(c) UNCTAD shall also work more closely with the Department of Economic and Social Affairs, the regional commissions and the United Nations Development Group to develop a clearer division of roles in support to financing for development.

26. The report further identified perceived gaps and overlaps in some areas of expertise related to specific Sustainable Development Goals. For some Sustainable Development Goals, expertise was found to be concentrated, while system-wide expertise on other Sustainable Development Goals was found to be lacking. For example, the report observes that the United Nations development system includes “several entities overlapping on enterprise development and on trade and investment” (paragraph 48). At the same time, the report observes “significant gaps in thematic coverage of the Goals, in terms of expenditure and personnel” (paragraph 51) particularly with respect to new Goals such as innovation, industry and infrastructure (Sustainable Development Goal 9). Thus, UNCTAD shall undertake the following:

(a) To counter perceived overlaps in expertise on enterprise development and on trade and investment expertise, UNCTAD shall work more closely with the regional commissions, with the Geneva-based trade community and with international financial institutions to systematize partnerships and develop a clearer division of roles in support of enterprise development and trade and investment.

(b) Given UNCTAD expertise in underresourced Sustainable Development Goals such as Goal 9 on innovation, industry and infrastructure, UNCTAD shall prioritize expanding integrated support to Goal 9 – harnessing expertise from across all UNCTAD divisions – and promote deeper partnerships with relevant United Nations agencies and international organizations around Goal 9, with a view to raising funding and political will to support its implementation.

B. Ensuring UNCTAD policy solutions support “boots on the ground”

27. At the country level, the strength of UNCTAD technical cooperation in building productive capacity is rooted in its demand-driven nature and its strong relation to UNCTAD research and analysis findings and accumulated normative policy expertise. The United Nations Development Programme (UNDP) has been a key partner in country-level delivery. As a non-resident agency member of the United Nations Development Group, we depend on the field presence of sister agencies, such as UNDP and other United Nations Development Group members, to help ensure the demand for UNCTAD technical and normative expertise at the country level is adequately reflected in United Nations Development Assistance

Frameworks, and well-understood in the context of other United Nations country team activities. Key inter-agency coordination mechanisms such as the United Nations Inter-Agency Cluster on Productive Capacity have been instrumental in increasing the UNCTAD footprint in United Nations Development Assistance Frameworks and coordinating with other agencies at the country level. Going forward, these efforts should be continued and strengthened, taking into account both the current implementation efforts of the quadrennial comprehensive policy review affecting the United Nations Development Group and United Nations country teams, as well as the UNDP Strategic Plan 2018–2021, adopted in September 2017 to respond to the challenges of implementing the 2030 Agenda and achieving the Sustainable Development Goals.

28. UNCTAD and the UNDP shall build on the strong foundations and relationships already in place, through the United Nations Development Group, with the aim of scaling up delivery to member States. UNCTAD currently contributes to more than 35 United Nations Development Assistance Frameworks through its leadership of the United Nations Inter-Agency Cluster on Trade and Productive Capacity, composed of 15 agencies of the United Nations development system. UNCTAD and UNDP also complement each other in terms of the ministries they tend work with across countries. These complementary networks and expertise can result in a cumulative impact of the system in support of member States.

29. With regard to global processes, UNCTAD and UNDP have a privileged relationship and system-wide responsibilities as two of the five major institutional stakeholders (together with the International Monetary Fund, World Bank and World Trade Organization) in the financing for development follow-up process since Monterrey. UNDP has successfully focused on country-level approaches, while UNCTAD has provided research and analysis on global architecture matters and related systemic issues, as well as on South–South cooperation. A more programmatic approach to define possible future collaboration on financing for development shall be pursued.

30. Going forward, therefore, UNCTAD shall prioritize strengthened collaboration with UNDP and United Nations country teams along the following broad axes of engagement:

(a) UNCTAD shall engage with and develop together with UNDP a practical plan for pursuing more joint initiatives and collaboration, with a view to complementing closer UNCTAD collaboration with the Department of Economic and Social Affairs and the regional commissions, through proposals, such as an annual meeting of senior staff⁹ from UNDP, UNCTAD, the Department of Economic

and Social Affairs and the regional commissions, coordinated real-time country economic analysis on select topical issues, enhanced cooperation in research and dissemination activities and participation in joint country missions.

(b) Member agencies shall be consulted on how to revamp the United Nations Inter-Agency Cluster on Trade and Productivity Cluster, which UNCTAD leads, with a view to taking into account proposals for a new generation of country teams and new configuration of the United Nations Development Group.

(c) UNCTAD shall engage with and develop together with non-resident agencies of the United Nations Development Group, i.e. the United Nations Environment Programme, the United Nations Human Settlements Programme and the United Nations Office on Drugs and Crime, a practical plan or common principles for mobilizing non-resident agency normative expertise at the country level through the United Nations Development Group.



V. Revitalizing the UNCTAD intergovernmental machinery

31. From July 2016 to September 2017, in phase I of the revitalization of the UNCTAD intergovernmental machinery called for in the Nairobi Maafikiano, the Trade and Development Board implemented key decisions taken at the fourteenth session of the United Nations Conference on Trade and Development, notably the operationalization of two new intergovernmental group of experts, on the digital economy and e-commerce and on financing for development. The Trade and Development Board also decided to move up its annual session in 2018 from its traditional month of September to June, in order to better feed into the intergovernmental calendar around the new development agendas.

9. At the D1 and D2 levels.

32. As a consequence of the decision in September 2017 to move the 2018 session of the Trade and Development Board to June, the next annual session of the Trade and Development Board will now take place prior to the launch of the 2018 editions of key UNCTAD flagship publications. The change in timing in turn forces a change in the structure of the annual session of the Trade and Development Board from a process-oriented discussion of divisional outputs, to an outcome-oriented deliberation on the cross-cutting thematic issues facing developing countries within the scope of mandated UNCTAD areas of expertise, and informed by ongoing UNCTAD research, analysis and technical cooperation. Strengthening the thematic focus of the Trade and Development Board is also in the spirit of the cross-cutting nature of the sub-themes of the Nairobi Maafikiano.

33. In light of the changing multilateral context, phase II of the revitalization of the intergovernmental machinery of UNCTAD shall take into consideration the unique contributions and comparative advantage of UNCTAD as a thought leader on trade and development within the United Nations development system as a whole, as outlined in chapter III. UNCTAD was established to have a creative and active presence in the United Nations General Assembly on global economic issues and implications for development. As a permanent high-level organ of the General Assembly, the United Nations Conference on Trade and Development – UNCTAD – provides a forum to discuss, advance understanding, support negotiations and facilitate new consensus on trade and development and related issues of finance, investment, technology and sustainable development.

34. As UNCTAD moves to revitalize and reform its intergovernmental machinery while taking into account United Nations reform, it is important to forge stronger New York–Geneva linkages, including through the Economic and Social Council and other platforms. New platforms and mechanisms have been created by the processes of the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, such as the financing for development forum of the Economic and Social Council, the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals (STI forum) and the high-level political forum under the auspices of the Economic and Social Council and the United Nations General Assembly, as well as regional forums for sustainable development, which support implementation of the 2030 Agenda for Sustainable Development at the regional level. UNCTAD should complement these new forums through engagement at the highest levels of policymaking in order to reaffirm its lead on “means of implementation”. Opportunities should also be explored within well-established institutional arrangements such as the Second Committee of the United Nations General Assembly and the Development Cooperation Forum.

35. Bringing UNCTAD thought leadership to United Nations Headquarters in New York at this point in time is even more crucial, given the urgent need to rethink the globalization agenda in light of the increasing fragility of the multilateral architecture. However, reports of UNCTAD meetings alone do not have sufficient impact in New York, due to the multiplicity of reports available to Member States. The saturation of processes in New York poses a challenge to the ability of UNCTAD to contribute effectively to a new consensus on the mobilization of all available resources for implementation of the 2030 Agenda for Sustainable Development.

36. Through phase II of the revitalization of its intergovernmental machinery, UNCTAD outcomes shall aim at further enriching substantively the processes of the General Assembly and Economic and Social Council, including the Second Committee revitalization process, as well as providing a two-way channel by which UNCTAD also implements guidance received out of those processes to further conduct research and analysis in support of negotiations in New York.

37. Proposals for the strategic directions for phase II of the revitalization of the intergovernmental machinery of UNCTAD should include the following actions:

(a) Maximize high-level dialogue and high-level visibility of the Trade and Development Board by:

(i) Institutionalizing the Geneva Dialogues, created by the Secretary-General in 2013 in order for UNCTAD to build momentum. This requires that this informal non-negotiating dialogue platform be refocused and made less ad hoc. In particular, the Geneva Dialogues could serve as a key component of the United Nations “global platform” (involving UNCTAD, the Department of Economic and Social Affairs and the regional commissions) to discuss relevant parts of the Sustainable Development Goal and financing for development agendas. This would mean inviting the Head of the Department of Economic and Social Affairs and the Executive Secretaries of the regional commissions to participate on a regular basis at the Geneva Dialogues, including a ministerial segment with their participation. Outcomes from the Geneva Dialogues could be discussed and endorsed at the Trade and Development Board.

(ii) Establishing an annual ministerial round table at the Trade and Development Board to monitor and review Sustainable Development Goal indicators relevant to UNCTAD. In line with the role of UNCTAD in monitoring implementation as spelled out in the Nairobi Maafikiano, the authority of UNCTAD in the area of “means of implementation” of the Sustainable Development Goals would be the focus of such a forum. This could harness the UNCTAD role of custodian of 9 Sustainable Development Goal indicators and focus discussions on related implementation

challenges. Invitations could be sent to the Head of Department of Economic and Social Affairs and the Executive Secretaries of the regional commissions to also contribute to the ministerial dialogue.

(b) Rebrand the Trade and Development Board format to foster a high-level multisectoral and integrated approach to trade and development. Many specialized bodies of the United Nations system attract ministerial participation in their high-level events from particular line ministries. UNCTAD in contrast works with a number of different ministries, and should therefore capitalize on this multidisciplinary, multisectoral take on trade and development issues by drawing on all relevant parts of national Governments and ministries (for example, ministers of finance and planning, trade, investment, science, technology and innovation, industry and energy) to build more holistic dialogue as envisaged by the Sustainable Development Goals. There is a need for such a forum. Supported by the “ahead-of-the-curve” multisectoral analysis of UNCTAD, it could generate high-quality policy debate and dialogue.

(c) Systematize support to General Assembly resolutions. The Trade and Development Board of UNCTAD should serve as a preparatory platform where member States employ evidence-based research, including from UNCTAD expert groups and other work, as a basis to conduct consultations and substantive discussions on issues related to the Second Committee of the United Nations General Assembly within the UNCTAD mandate, including resolutions on trade and development, debt sustainability, technology, investments, commodities and global economic governance, before they are negotiated and adopted by the General Assembly.

(d) Institutionalize and deepen the contribution of UNCTAD to the Economic and Social Council. The Trade and Development Board should consider formalizing a proposal to the Bureau of the Economic and Social Council on including regular space in the Economic and Social Council forum on financing for development follow-up, the STI forum, high-level political forum and annual session of the Economic and Social Council for UNCTAD to raise issues of pressing concern and relevance to the work of the Economic and Social Council, which are identified by deliberations at UNCTAD through, inter alia, the Geneva Dialogues and the Trade and Development Board, or any of its subsidiary bodies.

(e) Enhance the visibility of the Intergovernmental Groups of Experts. The inaugural sessions of the Intergovernmental Groups of Experts on E-commerce and the Digital Economy and on Financing for Development have resulted in agreed policy recommendations that should be considered by the Economic and Social

Council forum on financing for development follow-up in April 2018 and the high-level political forum in July 2018, both of which could serve to propose topics to be further discussed at their next sessions. A dedicated segment should be requested within the agenda of the on financing for development follow-up for reporting back on the Intergovernmental Groups of Experts.

(f) Rebrand and reorganize the agendas of the Commissions to make them more meaningful and relevant. The Trade and Development Board should oversee the Commissions for them to serve more effectively as “policy discussion” forums. UNCTAD may need to revamp the existing Commissions as they are not fully representative of UNCTAD work in certain areas. Current issues should be identified where UNCTAD has built widely recognized leadership and integrate these into the Commissions’ debates to attract a high-level presence. Also, with the shift of the annual session of the Trade and Development Board towards a thematic high-level focus, the Commissions shall become the main venues for discussing divisional flagship reports and other outputs. Similarly, an agenda item in the Commissions could also be dedicated to management issues.

(g) Enhance the visibility of science, technology and innovation. While UNCTAD is the de facto focal point of the United Nations system on science, technology and innovation issues, as it is the secretariat for the Commission on Science and Technology for Development, the intergovernmental machinery of UNCTAD has little interaction on science, technology and innovation matters. With the rising prominence of technology in global policy debates, and with its emphasis in the Nairobi Maafikiano, the Trade and Development Board should consider new ways to address science, technology and innovation, including in its Commission structure, and to link more closely the work of the Commission on Science and Technology for Development of the Economic and Social Council with the intergovernmental machinery of UNCTAD.

(h) Systematize support to South–South engagement. Holding a high-level meeting in Geneva before the end of 2018 should be considered as part of the preparatory process of the United Nations Conference on South–South Cooperation. Support could also be provided for a session of the Development Cooperation Forum to present summaries and policy recommendations including on development finance, South–South and triangular cooperation and technical cooperation.

(i) Engage in a more structured way with the Group of 20 and similar bodies, with a view to improving interactions between the United Nations and related mandates on global economic governance. For example, establishing a technical

working group where divisions regularly report on support to the Group of 20 should be considered. The technical working group could also review and provide guidance on substantive UNCTAD inputs to various Group of 20 workstreams, helping to ensure coherent UNCTAD contributions to this work, and invite member States holding the Group of 20 presidency to brief the UNCTAD membership on the Group's activities.

38. All proposals listed above would serve as the basis for enhanced engagement by UNCTAD with the broader range of intergovernmental bodies relevant for the new development agenda. These proposals for strategic directions shall be considered by the Trade and Development Board as important ways forward for UNCTAD to deliver on its mandate and to support all efforts to mobilize means of implementation for the 2030 Agenda for Sustainable Development.

VI. Realigning the organizational structure of UNCTAD



39. As outlined in previous chapters, UNCTAD faces mounting pressure to deliver more and with impact but with fewer and diminishing resources and, at the same time, to meet increasing demand from countries for support in implementing the new development agenda. It is clear that UNCTAD cannot continue with business as usual if it is to live up to the high expectations of developing countries.

40. Delivering on the Nairobi Maafikiano requires new ways of working and prioritizing. To “walk the talk” of an integrated approach to trade and development with integrated policy support to countries, UNCTAD must move to a wider, task-based and outcome-based approach to management and implementation of the Nairobi Maafikiano. This in effect means building greater synergies within the organization but also with other entities. It also means actively supporting national ownership of implementation of the 2030 Agenda for Sustainable Development.

It requires adapting UNCTAD products and services to the changing dynamics of international cooperation, finding mechanisms to preserve the benefits of multilateral approaches and becoming more agile in order to deal with uncertainty.

41. In order to strengthen UNCTAD as the focal point for the integrated treatment of trade and development in the United Nations, as called for in paragraph 14 of the Nairobi Maafikiano, the UNCTAD secretariat shall re-examine its organizational structure through the following actions:

(a) Reconvene an UNCTAD Panel of Eminent Persons. Recalling the contributions of the first and second UNCTAD Panels of Eminent Persons convened respectively in 2005 and 2011, the UNCTAD Secretary-General shall convene a new Panel of Eminent Persons to advise UNCTAD on possible areas of work beyond the next quadrennial conference. The Panel could consider:

(i) Reviewing UNCTAD strategic proposals and providing high-level guidance on the implementation of strengthening of UNCTAD, in line with the Nairobi Maafikiano and the Addis Ababa Action Agenda.

(ii) Proposing a series of persisting and emerging topics most well suited for UNCTAD to address through the new thematic focus of the revitalized Trade and Development Board, as well as for consideration as topics by the UNCTAD Publications Committee for future flagship reports.

(b) Further institutionalize a shift from division-based to task-based management, in line with the proposals to revitalize the Trade and Development Board outlined above. To begin building greater institutional cohesion and to strengthen the integrated approach, a number of steps will be undertaken as follows:

(i) Incentivize more horizontal ways of working by recognizing horizontal, cross-divisional collaboration in the performance evaluations of managers and the compacts of divisional directors. Set appropriate targets for cross-divisional cooperation, including in delivery of technical cooperation activities, and measure their implementation over the next reporting period.

(ii) The UNCTAD Publications Committee, and its working-level group, shall develop a series of guidelines for horizontal support to publications, including looking at how topics are selected, how timelines are scheduled for publications, how the various flagship products relate to each other and how they could be related to technical cooperation activities and country-level needs.

(iii) The Board of the UNCTAD Research Seminar Series shall organize a set of thematic seminars focused around cross-cutting, horizontally relevant

issues that fall under the UNCTAD mandate to foster internal communication and peer exchange.

(c) Adopt an UNCTAD-wide action plan on gender issues in line with the July 2017 United Nations Secretary-General report entitled “Improvement in the status of women in the United Nations system”.¹⁰ This shall include looking at ways to continue mainstreaming gender in analytical work and technical cooperation, in line with paragraph 55 (bb) of the Nairobi Maafikiano, as well as to continue implementing human resources commitments to gender equality in hiring as outlined in the abovementioned report of the United Nations Secretary-General, in coordination with the Office of Human Resources Management in New York.

(d) Establish an UNCTAD Statistical Monitoring and Support Service to provide a crosscutting specialized statistical function, offering services to all UNCTAD subprogrammes, in line with paragraphs 27, 38 (g), 38 (i), 38 (o), 38 (aa), 55 (n), 55 (u), 55 (g), 76 (a), 76 (c), 76 (k), 100 (a), 100 (j), 100 (l) and 100 (o) of the Nairobi Maafikiano.

(i) This horizontal entity will provide service and support to all divisions to consolidate statistical resources, enhance quality controls (as recommended by the Office of Internal Oversight Services), enhance consistency, improve capacity and better align statistical work with high-level strategic priorities.

(ii) The UNCTAD Statistical Service shall also be given the responsibility for a new UNCTAD-wide electronic report, an annual “UNCTAD Sustainable Development Goals Monitor,” modelled on the quadrennial Development and Globalization Facts and Figure publication, but published annually online focusing on the Sustainable Development Goal indicators for which UNCTAD is the custodian, as well as on a thematic priority which changes year-to-year. The report can be the basis for an annual ministerial round table at the Trade and Development Board, as proposed in chapter V, to monitor and review Sustainable Development Goal indicators relevant to UNCTAD as the system-wide focal point within the United Nations for trade and development and the interrelated issues of finance, technology, investment and sustainable development.

(e) Examine existing staffing capacity in light of the support needed for UNCTAD priorities. The current organizational structure of UNCTAD reflects an operational reality that prevailed prior to the shifts taking place in today's global trade and development landscape, as articulated by the Nairobi Maafikiano.

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As UNCTAD aligns its structure in line with implementation of the Nairobi Maafikiano, the following areas shall be explored specifically:

(i) Strengthened support to the digital economy and e-commerce, in line with the Nairobi Maafikiano, which calls for strengthening UNCTAD work on enhancing development gains from the digital economy and e-commerce, and which created the newly established Intergovernmental Group of Experts on E-commerce and the Digital Economy.

(ii) Strategic support to Africa, including summits of African leaders, where an ongoing presence offering substantive support to these regular events should be explored, in close collaboration between the UNCTAD Division for Africa, Least Developed Countries and Special Programmes, UNCTAD Regional Office for Africa and the Economic Commission for Africa of the United Nations.

(iii) Enhanced support for South–South cooperation, in line with paragraphs 46, 55 (h) and 100 (l) of the Nairobi Maafikiano, the growing importance of South–South cooperation and the unique potential and role that UNCTAD expertise lends to South–South interactions suggests a broader role for UNCTAD expertise to be reoriented towards the broader United Nations efforts in supporting South–South cooperation. This is particularly important in advance of the Buenos Aires Plan of Action+40 conference planned for 2018, and in line with the more systematized support to South–South Cooperation through the intergovernmental machinery, as described in chapter V. UNCTAD South–South expertise shall be assessed as part of the midterm review with a view to making further recommendations on strengthening the UNCTAD contribution to United Nations-wide efforts to support South–South Cooperation.

(f) Institutionalize support to strategic partnerships. To ensure the timely and coherent pursuit of efforts to promote deeper and more systematic approaches to partnerships as outlined in chapter IV, the function of the Technical Cooperation Service in UNCTAD shall be realigned to manage UNCTAD-wide relationships with external partners and other United Nations entities and support rapid response on the ground.

(g) Develop UNCTAD-wide knowledge delivery principles and a knowledge development plan. In line with paragraph 100 (m) of the Nairobi Maafikiano, develop an action plan for scaling up and better coordinating disparate horizontal knowledge development and delivery mechanisms across UNCTAD with an eye to distilling best practices from various knowledge delivery mechanisms around the house, such as the paragraph 166 course, Train for Trade and the Virtual Institute, and incorporating them into all UNCTAD knowledge delivery activities.

(h) Formulate a new UNCTAD strategic communications plan. To ensure that the strengthened and realigned role of UNCTAD makes a maximum impact on external UNCTAD stakeholders and duly informs ongoing development debates, the Deputy Secretary-General, with the support of the Chief of the Communications, Information and Outreach Section, shall lead a process of re-evaluating the existing UNCTAD communications strategy,¹¹ and reprioritizing it for the changing landscape. The Deputy Secretary-General shall submit a proposal to the Secretary-General to this effect.

(i) Improve efficiency in programme delivery. In line with paragraph 14 (d) of the Nairobi Maafikiano, in order to deliver effectively within existing resources and to maximize flexibility and nimbleness for rapid response, UNCTAD shall create a standing Senior Management Team, supported by a management working group to develop proposals for:

(i) Streamlining and cutting red tape in administrative processes such as human resource management, procurement, etc.;

(ii) Observing strict adherence to results-based management principles, particularly in technical cooperation activities;

(iii) Reporting as needed through informal briefings.

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ANNEX

Strengthened or new areas
of work under the Nairobi Maafikiano

Strengthened or new areas of work under the Nairobi Maafikiano*

Strengthened or new UNCTAD areas of work	Paragraph(s) from Nairobi Maafikiano	Select key milestones, July 2016–November 2017 (indicative)
(a) “Strengthened” focus on the least developed countries, including technical cooperation activities and policy dialogue with policymakers	10 (a), 76 (d), 76 (g)	<ul style="list-style-type: none"> • Support to the Committee on Development Policy on graduation of the Economic and Social Council • Request from Chief Executives Board to coordinate with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States on United Nations system support to investing in least developed countries • Support to the operationalization of the Technology Bank for Least Developed Countries • eTrade readiness surveys for least developed countries launched • Support to African Continental Free Trade Agreement negotiations. • Support to least developed countries group at the World Trade Organization, and to World Trade Organization accession of three least developed countries
(b) “Strengthened” engagement with Governments, civil society organizations, academia and the private sector	14 (c)	<ul style="list-style-type: none"> • Launched eFounders initiative with Alibaba Business Schools piloting training of 200 young entrepreneurs in Africa • Received requests for Cabinet Briefings

* See part one, footnote 7.

Strengthened or new UNCTAD areas of work	Paragraph(s) from Nairobi Maafikiano	Select key milestones, July 2016–November 2017 (indicative)
(c) “Strengthened” cooperation on non-tariff measures with relevant partners	38 (e)	<ul style="list-style-type: none"> • Non-tariff measures week held in Sept 2017 • New partnership with World Trade Organization /International Trade Centre on small and medium-sized enterprise helpdesk using non-tariff measures data • Non-tariff measures international classification revised and updated by inter-agency group, with revision expected to be finalized by December 2017
(d) Promoting policies for responsible sovereign borrowing and lending	38 (h)	<ul style="list-style-type: none"> • Piloting operationalization of Principles on Sovereign Lending and Borrowing in five countries • Support to financing for development follow-up process, including inter-agency task force report and forum on financing for development follow-up of the Economic and Social Council • 2017 Debt Management Conference
(e) “Enhanced” work programme on science and technology, including science, technology and innovation policy reviews	38 (v)	<ul style="list-style-type: none"> • Co-convenor of Inter-Agency Task Team on science, technology and innovation for 2017/18 • Co-organizer of Technology Facilitation Mechanism of the STI forum • Revision of science, technology and innovation policy review methodology launched • Completed two and initiated one science, technology and innovation policy reviews.

Strengthened or new UNCTAD areas of work	Paragraph(s) from Nairobi Maafikiano	Select key milestones, July 2016–November 2017 (indicative)
(f) Work on linkages, interdependence, integration and interrelation among policy areas in national development strategies	38 (w), 55 (a), 55 (c), 76 (v)	<ul style="list-style-type: none"> • Collaboration with Development Centre on Productive Transformation Policy Reviews of the Organization for Economic Cooperation and Development, including a pilot in Chile • Initiated Development Account Project on Industrial Development in Southern Africa • Collaboration with International Labour Organization on labour and macroeconomic policies
(g) Assisting the least developed countries in making use of duty-free, quota-free schemes and preferential rules of origin	38 (s)	<ul style="list-style-type: none"> • Advisory services to the least developed countries group at the World Trade Organization and to individual least developed countries
(h) Enhancing impact of migrants' remittances on development	55 (cc)	<ul style="list-style-type: none"> • Upcoming 2018 edition of Economic Development in Africa Report on migration and structural transformation in Africa to be launched in May 2018 • Seminars, workshops and side events planned in lead up to 72nd General Assembly summit on migration
(i) “Enhanced” development of transparent measures of progress on sustainable development, and other work on statistics and measuring impact of policies	55 (gg), 38 (i), 38 (aa), 76 (a), 76 (c), 76 (k), 100 (j)	<ul style="list-style-type: none"> • Initiated development account project with United Nations Office on Drugs and Crime to measure illicit flows • Launched financial vulnerability indicators • Capacity-building workshop on Sustainable Development Goal indicators in the United Republic of Tanzania • Initiated work on benchmarking productive capacity

Strengthened or new UNCTAD areas of work	Paragraph(s) from Nairobi Maafikiano	Select key milestones, July 2016–November 2017 (indicative)
(j) “Strengthening” cooperation between landlocked developing countries and transit countries	55 (j)	<ul style="list-style-type: none"> • Support to launch of Djibouti–Ethiopia transit corridor • Support to launch of the Green Freight Strategy by the Northern Corridor Transit and Transport Coordination Authority. Support to the first green freight strategy in Africa
(k) “Reinforced” work on trade in services, including data, statistics and analysis	55 (n)	<ul style="list-style-type: none"> • Three national or regional services policy reviews or trade policy frameworks, including services in scope • Launched collaboration with Economic Commission for Africa on services trade policy in Africa • Capacity-building in trade in services statistics
(l) Support to responsible investment initiatives and to sustainability reporting standards	55 (p), 76 (n)	<ul style="list-style-type: none"> • Sustainable Stock Exchange Initiative publications and workshops • Publications and workshops on principles for responsible agricultural investment that respects rights, livelihoods and resources, as well as fieldwork launched in Malawi, Nigeria, Senegal and Uganda • Advisory services, issues notes and selection of indicators on corporate sustainability reporting • Support to least developed countries that are developing private sustainability standards to promote organic exports
(m) Developing a new generation of investment promotion and investment facilitation strategies	55 (q)	<ul style="list-style-type: none"> • Publications, issues notes and workshops on investment promotion and facilitation to support the Sustainable Development Goals • Regional seminars on promoting bankable Sustainable Development Goal projects • Workstream on green foreign direct investment

Strengthened or new UNCTAD areas of work	Paragraph(s) from Nairobi Maafikiano	Select key milestones, July 2016–November 2017 (indicative)
(n) “Strengthened” work on enhancing development gains from digital economy and e-commerce	55 (u)	<ul style="list-style-type: none"> • E-commerce week 2017 • Launch of eTrade for All portal • Inaugural session of Intergovernmental Group of Experts held in October 2017 • Completed Egypt information and communications technology strategy review; Oman and Rwanda in progress • New programme of rapid e-commerce assessments for least developed countries • Information and Economy Report 2017 on digital economy and e-commerce • World Investment Report 2017, with chapter on investment in digital economy • Trade and Development Report 2017, with chapter on automation and development strategies
(o) “Reinforced” support to developing countries to undertake trade facilitation reforms	55 (x)	<ul style="list-style-type: none"> • International forum for national trade facilitation committees launched in January 2017 • Support to 20 national trade facilitation committees • Support to regional trade facilitation efforts
(p) Designing strategies and policies to enhance contribution of investment to the Sustainable Development Goals, including through utilizing the World Investment Forum	55 (y), 100 (c)	<ul style="list-style-type: none"> • Held Multi-year Expert Meeting on Investment, Innovation and Entrepreneurship for Productive Capacity-building and Sustainable Development, with emphasis on phase 2 of international investment agreement reform, in October 2017 • Preparations under way for 2018 UNCTAD World Investment Forum, to be held in October 2018

Strengthened or new UNCTAD areas of work	Paragraph(s) from Nairobi Maafikiano	Select key milestones, July 2016–November 2017 (indicative)
(q) “Reinforced” work on the links between gender equality, women and girl’s empowerment, and trade and development	55 (bb)	<ul style="list-style-type: none"> • Launched gender and trade toolbox • Launched 2016 and 2017 iterations of standard online course on trade and gender • Launched first regional online course on trade and gender for Common Market for Eastern and Southern Africa • Launched project on women as cross-border traders in Malawi, the United Republic of Tanzania and Zambia
(r) “Strengthened” programme of assistance to the Palestinian people	55 (dd)	<ul style="list-style-type: none"> • Produced report to the General Assembly on the economic cost of occupation • Produced study on resource gap in the Occupied Palestinian Territory • Produced annual report on assistance to the Palestinian people
(s) “Enhanced” work on infrastructure services	76 (t)	<ul style="list-style-type: none"> • 70 ongoing Automated System for Customs Data projects • Launch of UNCTAD sustainable freight transport tools and instruments • Launched maritime country profiles
(t) Providing briefings on trade and development at the ministerial level	100 (m)	<ul style="list-style-type: none"> • Received requests for Cabinet Briefings
(u) Operationalizing the Intergovernmental Group of Experts on E-commerce and the Digital Economy	100 (r), 100 (s)	<ul style="list-style-type: none"> • Terms of reference agreed for Intergovernmental Group of Experts • Inaugural session of Intergovernmental Group of Experts held, 4–6 October 2017 • Agreed policy recommendations for consideration by Trade and Development Board

Strengthened or new UNCTAD areas of work	Paragraph(s) from Nairobi Maafikiano	Select key milestones, July 2016–November 2017 (indicative)
(v) Operationalizing the Intergovernmental Group of Experts on Financing for Development	100 (r), 100 (s)	<ul style="list-style-type: none"> • Terms of reference agreed for Intergovernmental Group of Experts • Inaugural session of Intergovernmental Group of Experts held, 8–10 November 2017 • Agreed policy recommendations for consideration by Trade and Development Board
(w) Advancement of Sustainable Development Goal 14	100 (t)	<ul style="list-style-type: none"> • Oceans Forum held in Geneva in March 2017 • Support to Oceans Conference in New York in June 2017 (five side events) • Agreement to scale up support in partnership with the Food and Agriculture Organization of the United Nations and United Nations Environment Programme on trade related aspects of Sustainable Development Goal 14 • Ongoing support in the advancement of fish subsidies outcome at the Eleventh Ministerial Conference of the World Trade Organization • Initiated the Oceans Economy and Trade Strategies United Nations Development Account project • Publication of a report on non-tariff measures affecting trade in fish

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