



United Nations Conference on Trade and Development

Distr.: General
2 July 2013

Original: English

Trade and Development Board

Sixtieth session

Geneva, 16–27 September 2013

Item 12(a) of the provisional agenda

**Follow-up to the Joint Inspection Unit report and the agreed conclusions of
the twenty-sixth special session of the Trade and Development Board on 6 July 2012**

Progress report on the implementation of the workplan for enhancing the management and administration of UNCTAD

Note by the UNCTAD secretariat

Executive summary

The Conference at its thirteenth session in Doha (UNCTAD XIII) decided that the annual sessions of the Trade and Development Board would consider and evaluate the progress of the implementation of decisions on the Joint Inspection Unit report and take action, as appropriate. The Trade and Development Board at its fifty-ninth session considered a workplan for enhancing the management and administration of UNCTAD, which was developed in accordance with the agreed conclusions of the twenty-sixth special session of the Trade and Development Board on 6 July 2012. At the fifty-ninth session, the Board requested the secretariat to enhance the management and administration of UNCTAD through the implementation of the workplan presented at the session as contained in document TD/B/59/CRP.2, and based on the deliberations of the Board. The Board also requested a comprehensive progress report on the implementation at its sixtieth session in September 2013. This document is a report on the implementation of the workplan for enhancing the management and administration of UNCTAD. As illustrated in this report, the UNCTAD secretariat remains committed to the process of enhancing its management and administration. The actions undertaken within the context of the workplan are part of the secretariat's ongoing efforts to enhance its effectiveness and efficiency in the delivery of results, and have been complementary to several key reform initiatives that have been implemented since 2005. The implementation of the workplan is on track, and progress is being made. The secretariat looks forward to the continuing support of member States in working together to enhance the organization's effective mandate delivery.

I. Introduction

1. The Conference at its thirteenth session in Doha (UNCTAD XIII) decided that the annual sessions of the Trade and Development Board would consider and evaluate the progress of the implementation of decisions on the Joint Inspection Unit report and take action, as appropriate. The Trade and Development Board at its fifty-ninth session considered a workplan for enhancing the management and administration of UNCTAD, which was developed in accordance with the agreed conclusions of the twenty-sixth special session of the Trade and Development Board on 6 July 2012. At the fifty-ninth session, the Board requested the secretariat to enhance the management and administration of UNCTAD through the implementation of the workplan presented at the session as contained in document TD/B/59/CRP.2, and based on the deliberations of the Board. The Board also requested a comprehensive progress report on the implementation at its sixtieth session in September 2013.

2. The purpose of this document is to report on implementation of the workplan for enhancing the management and administration of UNCTAD, focusing on the seven areas that have been identified as requiring strengthening:

- (a) An integrated results-based management framework;
- (b) Enhanced monitoring and evaluation capacity;
- (c) Enhancing outreach and communications, including with the Geneva-based missions;
- (d) Enhanced coordination of activities internally and externally, including through improved processes and procedures;
- (e) Equitable geographic and gender representation, and transparent and effective human resources management;
- (f) An effective fundraising strategy;
- (g) The possibility of the establishment of a non-earmarked trust fund.

3. The strengthening of these areas is part of the secretariat's ongoing efforts to improve its effectiveness and efficiency in the delivery of results, and has been complementary to several key reform initiatives that have been implemented since 2005. For instance, in accordance with the recommendations in the Report of the Panel of Eminent Persons published in 2006, there have been reforms in several areas: (a) to the intergovernmental machinery, through, for example, the consolidation of the work of the Commissions and the establishment of multi-year expert meetings so that these meetings can become more substantive and have more impact; (b) for the first time in the United Nations system, an annual public symposium was established to work more closely with civil society; (c) closer partnerships with other international organizations on several joint products such as publications and capacity-building workshops, in addition to the increasing number of joint activities undertaken by the 15 entities of the United Nations Inter-agency Cluster on Trade and Productive Capacity, coordinated by UNCTAD. For example, UNCTAD collaborated with the International Labour Organization on the topic of employment for the *Trade and Development Report, 2010*, and the *Economic Development in Africa Report 2011* is the product of joint work between UNCTAD and the United Nations Industrial Development Organization. On technical cooperation, in 2012 UNCTAD implemented 187 projects in 68 countries, with demonstrated results on several fronts. For example, the impact of the ASYCUDA projects is reflected by data from user countries showing increased revenue, improved trade facilitation, shorter clearance times and the availability of reliable statistical data on trade. Through UNCTAD's Empretec and

Business Linkages programmes in the United Republic of Tanzania, 10 micro- and small enterprises witnessed a 14 per cent increase in employment, while the six Business Linkages participant enterprises showed a median of 100 per cent increase in turnover.

4. The Panel of Eminent Persons was reconvened to help set a new vision on how to pursue development-centred globalization in the post-crisis era. The resulting report was presented to member States in May 2013, and the recommendations of the Panel will be carefully considered, particularly in the context of discussions and UNCTAD's contributions to the post-2015 development agenda.

II. Progress made in accordance with the workplan

A. An integrated results-based management framework

5. In the workplan, the secretariat undertook to reinforce its efforts on results-based management (RBM) through the preparation of a document outlining an improved and better-integrated RBM framework, followed by its operationalization. An RBM manual for technical cooperation which focuses on the design of UNCTAD projects and the use of extrabudgetary resources was also planned, in addition to conducting training on the guidelines, and tasking the UNCTAD Project Review Committee to ensure compliance of all new project documents with a results-based approach.

6. The secretariat circulated the document containing the new RBM framework for UNCTAD in April of this year. The new RBM framework aims to coherently integrate the building blocks of RBM that have been in place in the United Nations Secretariat for some years now in a manner that is most suitable for the work of UNCTAD, and to streamline the implementation of RBM in our activities. Some of the main actions that will be undertaken in the implementation of this RBM framework are: (a) a series of subprogramme-specific reviews of the RBM orientation of the logical frameworks, the outcomes of which will be reviewed by the Working Party on the Strategic Framework and Programme Budget; (b) the adoption of common workplans and self-assessment plans for all divisions of UNCTAD; (c) improvement of the information available to member States; (d) the development of mechanisms to encourage better integration of lessons learned in future activities. The implementation of this framework will need to fit into the existing timelines for consideration of the various programme documents in the United Nations Secretariat. It is therefore envisaged that full implementation of the framework will extend over three to four years. Nevertheless, the initial actions are already under way. For example, divisions have made efforts to review and enhance their workplans and approaches to better align them with a results-based approach, as was noted at the fifth session of the Investment, Enterprise and Development Commission in May 2013.

7. The RBM framework should be considered a living document, which will need to change and adapt, particularly in the light of any changes in the United Nations Secretariat policies on RBM. In this context, a periodic review of the framework will be considered by senior management to further improve it. In addition, an external evaluation of the operationalization of the enhanced RBM framework to identify lessons learned and strengthen its implementation was originally envisaged for 2015, subject to the availability of resources for its conduct. However, in view of the sequenced operationalization of the RBM framework, the timing of this evaluation will need to be revisited, since the revisions to the logical frameworks for the first set of subprogrammes that will undergo this exercise will only come into effect for the biennium 2016–2017.

8. Progress has also been made in strengthening the use of RBM management methodology in UNCTAD technical cooperation activities. The UNCTAD secretariat

circulated guidelines on the use of this methodology to all programme managers in December 2012. Since then, there has also been a discussion with the United Nations Department of Economic and Social Affairs on how RBM methodology is being applied to projects under the United Nations Development Account, as this is a methodology that is particularly appropriate and relevant for UNCTAD technical cooperation. Nevertheless, further training on RBM – ideally tailored to the specifics of UNCTAD projects – would greatly support the uniform implementation of the guidelines by UNCTAD project managers. Such training will depend on the availability of additional resources. Finally, the Project Review Committee is the interdivisional mechanism which reviews technical assistance projects, and in particular, fulfils the function of ensuring compliance of all new project documents with a results-based approach.

B. Enhanced monitoring and evaluation capacity

9. In the workplan, the secretariat undertook to implement the following measures: (a) development of a clear annual plan of evaluations, ensuring that evaluations undertaken will be of a strategic nature to provide useful evidence on each subprogramme's performance and thus promote learning, inform decision-making and enhance accountability; (b) strengthening of self-assessment capacities and frameworks within all divisions, including through training; (c) strengthening of capacities for impact assessments; (d) establishment of a tracking mechanism to follow up on evaluation recommendations; (e) establishment of a mechanism to promote the lessons learnt from evaluations; (f) improvement of the dissemination of evaluation products.

10. The secretariat has begun the implementation of the evaluation plan for 2013 that was approved by the Working Party in November 2012, and the other project evaluations scheduled for 2013 are under way. The evaluation that was mandated by the Working Party for 2013 had as its objective to assess the relevance, effectiveness (including impact) and efficiency of work implemented by the subprogramme in relation to its mandates, and to make recommendations aimed at enhancing the achievement of measureable results in the subprogramme's implementation of its programme of work, and that could also be considered in conjunction with the drafting of the UNCTAD Biennial Programme Plan for the next strategic planning cycle, in alignment with RBM principles.

11. The secretariat has also been working to enhance its monitoring and evaluation functions by identifying and adapting to good practices from other organizations, as well as by participating in two reviews by the United Nations oversight bodies (the Office of Internal Oversight Services and the Joint Inspection Unit), which focus on assessing the evaluation function in United Nations system organizations. The Office of Internal Oversight Services study entitled "Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives"¹ noted that overall, evaluation in the United Nations Secretariat contains critical gaps that need to be addressed if it is to flourish. These include the need for more financial and human resources, more robust evaluation policies, strengthened operational independence on the part of evaluation units, enhanced senior management support and buy-in, stronger evaluation competencies among staff responsible for evaluation, more regular and systematic procedures for the planning, conduct and follow-up of evaluation, and a more vigorous evaluation culture. This report has been submitted to the General Assembly through the Committee for Programme and Coordination. The Committee considered the

¹ Document A/68/70.

report at its June session in 2013 and recommendations on the report will be issued later in the year.

12. Based on the report, the UNCTAD secretariat notes that its experience and initiatives are largely in line with the report's overall assessments on areas for improvement. These include improving the quality and usefulness of evaluation, a need to increase the funds allocated to evaluation, a need to establish a clearer link between good management, RBM and the strengthening of evaluation activities, and a need for strong follow-up to translate evaluation recommendations into actionable management improvement opportunities. Hence, to date, the secretariat is in the process of drafting a set of guidelines that operationalize the UNCTAD evaluation policy, such as guidelines to strengthen the follow-up to recommendations of evaluation reports, as well as a concept paper that examines existing practices for the effective dissemination of lessons learned in the United Nations system and other international organizations. Improved dissemination of evaluation reports has been under way with a recent reorganization and continuous updating of the dedicated web pages on evaluation on the UNCTAD website. Visitors to the evaluation web pages² will now be able to access reports of all external evaluations undertaken by UNCTAD, except in cases where the reports contain material of a confidential nature. Furthermore, to maximize learning opportunities for the Organization and to broadly disseminate relevant knowledge generated from evaluations, the Evaluation Unit has made efforts to promote the generation and sharing of lessons learned. In particular, at the sessions of the Working Party on technical cooperation, member States have been presented with a report that contains an overview of key findings, conclusions and recommendations from external evaluations that have been conducted in the past year.³ The report also contains a section on lessons learned that emerged from the evaluations, which aims to promote the key points relating to enhancements that can be considered relating to, inter alia, project design, management and implementation.

13. In accordance with the integrated RBM framework for UNCTAD, the Evaluation and Monitoring Unit will also support its operationalization through participation in the exercise to review and revise the logical frameworks of each of the UNCTAD subprogrammes as necessary, as well as by the drawing up of detailed monitoring plans. Furthermore, the strengthening of capacities within the secretariat through training on RBM and self-assessment methodologies is being explored. It is expected that these courses will be organized in 2013, subject to the availability of resources.

14. Broadly, through these activities, it is expected that the secretariat's capacity for monitoring and evaluation will be increased, hence contributing towards the outcome that UNCTAD stakeholders are better able to use learning and knowledge generated from monitoring and evaluation activities to enable continuous improvement of UNCTAD performance.

C. Enhancing outreach and communications, including with the Geneva-based missions

15. In the workplan, the secretariat undertook to continue its enhancements of outreach and communications in accordance with the UNCTAD Communications Strategy that was approved by the Trade and Development Board in 2009, and on which progress has already

² See www.unctad.org/evaluation.

³ For example, "Evaluation of UNCTAD activities: Overview" (TD/B/WP/254), has been presented at the sixty-fifth session of the Working Party on the Strategic Framework and Programme Budget in September 2013.

been made in a number of areas. In addition to the regular written and electronic communications with all stakeholders, information is readily available on the new website, including its technical cooperation portal. Furthermore, efforts have been made to improve the presentation of information about the work of UNCTAD, and to deliver more targeted products. With a view to further strengthening outreach to member States, the Delegates Portal was launched on 21 December 2012. Some 110 delegates and permanent missions have since registered to use the Portal. A briefing on the Portal was conducted, and a users' manual was presented to member States in March 2013. At the briefing, several suggestions were made for further improvements of the interface, and the technical feasibility of these suggestions are being examined by the UNCTAD Information Technology Support Service.

16. Consultations with the President of the Board have been held monthly and follow-up is ensured between sessions by the Intergovernmental Support Service in collaboration with regional coordinators of member State groups, and substantive divisions of UNCTAD. The topics covered by the consultations have been wide ranging, including substantive briefings on forthcoming meetings, and also on publications-related matters, such as the briefing by the Deputy Secretary-General on the implementation of UNCTAD publications policy at the President's consultation on 19 February 2013.

17. Aimed at providing an informative overview of UNCTAD, a "Guide for Incoming Delegates" has been produced by the secretariat, which will be available as a booklet and in electronic format shortly. The annual induction course for new delegates last took place in October 2012, and the 2013 edition is similarly scheduled to take place during the second half of the year. Furthermore, in order to ensure comprehensive coordination with regional groupings, the Secretary-General has continued the practice of having designated regional focal points, and recently designated a regional focal point for the Arab States to facilitate information exchange between the secretariat and Arab States missions in Geneva.

18. The broader progress in strengthening outreach and communications has been reviewed annually at the spring session of the Working Party. At the sixty-fourth session of the Working Party in March 2013, the secretariat reported that much had been done to strengthen outreach and communications as set out in the Communications Strategy of 2009. The secretariat received some encouraging feedback regarding improvements in our communication with member States, in the media response to major events and press campaigns, and in increased civil society engagement in the work of UNCTAD. With regard to the media, UNCTAD continued to refine its press campaigns for flagship reports to ensure maximum outreach. A special effort was made to boost publicity for the Least Developed Countries Report within least developed countries (LDCs) themselves. Press conferences were held in 15 LDCs in 2012, as compared to five in 2011, and included high-level government officials.

19. Translation of publications is an important tool for the dissemination of UNCTAD research and analytical materials. Delays in translation and the limited number of publications being translated continue to be problematic, owing to the limited resources of the United Nations translation services. The Conference Services of UNCTAD and the United Nations Office at Geneva established a process of regular consultations to try and identify in a timely manner possible solutions to the problem. Meetings are now held regularly as needed, but at least every two months at the senior level and once a month at the working level. In parallel, the secretariat is taking steps to widen the range of materials being translated. One of such measures is preparing overviews of main UNCTAD reports and submitting them for translation in all official United Nations languages. Another is the implementation of a management decision to reduce the length of all publications, except for a small number of justified cases, to a maximum of 100 pages. The shorter length of the publication, without jeopardizing its quality, should not only make the translation of

UNCTAD publications more manageable, but should also reduce the time frame, save resources at every stage of the preparation of the publication and attract more readers.

20. The secretariat also remains committed to further improving and streamlining UNCTAD communications and outreach. In this regard, UNCTAD is working with communications offices of other United Nations agencies to learn from and apply best practices, and more specifically the improved application of social media tools. UNCTAD has now developed its own social media guidelines and enhanced its presence on YouTube, Flickr, and Twitter. On Twitter, UNCTAD disseminates information on UNCTAD news items, publications, meetings and videos. This is then often retweeted by other users, including United Nations bodies, civil society and academia. The number of followers of the UNCTAD Twitter account grew from 300 in early 2011 to more than 14,200 followers in June this year. Through retweets, the reach will be greater than this.

21. UNCTAD is also piloting strategic partnerships with other organizations, universities and media to enhance public awareness and messaging for specific UNCTAD events. One such example is the cooperation with Webster University in support of the fourth Public Symposium in June 2013.

22. As regards the UNCTAD website, UNCTAD focused its efforts on providing real-time news items and highlights on the website homepage. From January to June 2013, the website recorded an almost 40 per cent increase in news items compared to the same period in 2012. This is as a result of better internal coordination of communications activities, and the continued effort of the Communications, Information and Outreach Section to raise awareness within divisions to provide timely information on activities, publications, events for outreach and communications purposes. Significant improvements were made to publish web content from intergovernmental meetings, outcomes from missions, conferences and technical cooperation activities on the home page or respective sub-sites with minimum delay. The secretariat continued its enhancements of the UNCTAD website and has made progress in improving the existing search facility. The SharePoint search engine has undergone a significant reconfiguration, which has produced several improvements for the final user, more specifically a simplified results page, increased visibility of product types, improved interaction and improved use of taxonomies in the refinement panel. By means of the different tools that have been put in place, UNCTAD is now in a position to collect a wide set of statistics relating to the downloading of documents. These statistics will allow the secretariat to track the popularity and reach of documents and publications available on the UNCTAD website.

23. Improved dissemination of UNCTAD's work at national and regional levels through its capacity-building programmes in particular has also been ongoing. For instance, all UNCTAD divisions support the UNCTAD Virtual Institute in delivering tailor-made training courses on their respective subjects. All divisions also contribute towards the delivery of each regional course on Key Issues on the International Economic Agenda ("Paragraph 166 course"), based on their prevailing work. Five courses are delivered each biennium, and comprise modules dealing with the following topics: developmental aspects of the trading and financial systems; foreign direct investment and enterprise development; technology and the knowledge economy; international transport and trade facilitation; multilateral and regional trade agreements.

D. Enhanced coordination of activities internally and externally, including through improved processes and procedures

24. With regard to improved internal and external coordination of activities, the secretariat noted in its workplan that the various existing structures for coordination, such

as the Doha Mandate Coordinating Committee, inter-divisional task forces and working groups for specific deliverables, and of course the Inter-agency Cluster on Trade and Productive Capacities, do not need to be supplemented by additional structures. The secretariat also noted, however, that further developing, let alone maintaining, the leadership of UNCTAD in the Inter-agency Cluster on Trade and Productive Capacity requires dedicated resources.

25. The secretariat is pleased to report that efforts to ameliorate existing coordination mechanisms have continued. The Doha Mandate Coordinating Committee continues to meet regularly to oversee the activities of the organization. In addition, interdivisional task forces on UNCTAD's contribution to the post-2015 development agenda, the preparations for the fiftieth anniversary of UNCTAD, as well as on joint research, have taken up their work. To ameliorate the coherence of the UNCTAD secretariat's engagement with the Arab region, and with a view to improving internal coordination and information exchange in line with relevant Board decisions, the Secretary-General has established an ad-hoc Technical Task Force for the Arab States, comprising staff members from different divisions with experiences and familiarity with the region. The Trade and Development Commission, the Investment, Enterprise and Development Commission, the recent Global Services Forum and a growing number of expert meetings are being organized and serviced by more than one division, which has yielded synergies through allowing a multifaceted examination of the respective topics.

26. Progress is also being made in the area of external coordination. In addition to the work of the Inter-agency Cluster on Trade and Productive Capacities, the activities of which are regularly publicized on the UNCTAD website, the secretariat is increasing its participation in the Regional Coordination Mechanisms coordinated by the United Nations Regional Commissions, which cover analytical work as well as technical cooperation. UNCTAD regularly participates in numerous inter-agency consultation mechanisms, such as the United Nations Executive Committee on Economic and Social Affairs, the High-level Committee on Programmes, the High-level Committee on Management, and the United Nations Development Group.

27. UNCTAD has also continued its efforts for stronger inter-agency cooperation in several areas of its work. Three examples are provided in this report, but joint outputs covering all areas of the five subprogrammes have been delivered in the biennium 2012–2013. For instance, on statistics UNCTAD and the World Trade Organization work together to harmonize methodology and statistical production of international trade in services and merchandise trade data. Playing an important role in the establishment and strengthening of the world statistical framework, UNCTAD has retained a co-chair mandate on the Committee for the Coordination of Statistical Activities since 2009. In addition, UNCTAD was requested to participate in the Friends of the Chair group with the goal of further coordination of statistical activities within the United Nations system. UNCTAD also contributes to the work of the Inter-agency Task Force on International Merchandise Trade Statistics – convened also by the World Trade Organization, Eurostat, the Food and Agriculture Organization (FAO), the International Monetary Fund, the Organization for Economic Cooperation and Development, the United Nations Statistics Division and United Nations Regional Commissions – as well as to that of the Inter-agency Task Force on Statistics of International Trade in Services.

28. On trade-related issues, UNCTAD initiated and supported the creation of the United Nations Forum on Sustainability Standards (UNFSS), which is a joint project between UNCTAD, FAO, the International Trade Centre, the United Nations Environment Programme and the United Nations Industrial Development Organization. The Forum acts as a neutral, independent and credible platform for the provision of information on emerging new and diverse standards arising from the rapidly expanding

environmental/sustainability markets in which health, social and environmental impacts of production and consumption are playing an increasingly important role in shaping consumer preferences. The UNFSS will systematically conduct analytical, empirical and capacity-building activities in this field and deal with generic and strategic problems of voluntary sustainability standards in a consistent way, without endorsing or legitimizing any one specific standard. The Forum was launched in Geneva on 21 and 22 March 2013.

29. In the area of investment, the secretariat has also been working in cooperation with United Nations Regional Commissions, principally in the preparation of several issues of the *World Investment Report*, and through the organization of joint seminars to disseminate the main policy messages of the report. Furthermore, the United Nations Development Programme's field presence provides support in facilitating both the Investment Policy Review and the Empretec processes.

E. Equitable geographic and gender representation, and transparent and effective human resources management

30. In the area of human resources, the secretariat noted in the workplan that efforts to meet the targets for the improvement of geographic and gender representation would be continued through, for example, broader efforts to reach out to professional networks, academia and member States to enlarge the pool of qualified applicants to UNCTAD posts, and also increased efforts to draw on a wider geographical pool in the area of consultancy.

31. On these fronts, the secretariat is pleased to report that several initiatives have since been undertaken to improve outreach as a means to achieve a more equitable geographic and gender balance among both staff and consultants. For example, efforts have been made to improve communications with member States on vacancies in the UNCTAD secretariat through the sending out of regular e-mails announcing current vacancies in the secretariat to the permanent missions in Geneva, and also in the near future through the posting of such announcements on the Delegates Portal. The secretariat invites permanent missions to share these announcements widely among relevant target groups in their countries, and to encourage all qualified applicants to apply. The secretariat is also establishing contacts with Regional Commissions and other regional organizations, as well as professional networks, to ask for assistance to identify potential candidates, and the selective use of international media is being considered.

32. As a further step to enhance the transparency and effectiveness of the secretariat's human resources management, the new UNCTAD career web page was launched on 1 May 2013. The career web page was redesigned in a more functional and user-friendly way so as to improve information sharing with member States, as requested during the fifty-ninth session of the Trade and Development Board held in September 2012 and reflected in the workplan. The web page is available in both English and French. The secretariat is also working towards reflecting the information with a link on the Delegates Portal in due course. The secretariat is also in the process of developing guidelines on human-resources policies and best practices, which will be used to train programme managers. This training will serve to strengthen the effectiveness of human resources management by ensuring that all applicable procedures are well known by managers and being followed swiftly.

33. The secretariat will continue to provide regular updates on human resources-related indicators to member States at the November/December sessions of the Working Party.

F. An effective fundraising strategy

34. In the workplan, the secretariat noted that an effective fundraising strategy is fully in line with the Secretary-General's efforts to strengthen UNCTAD, and undertook to develop a draft fundraising strategy for consideration.

35. The secretariat is pleased to report that a draft of this strategy was circulated to member States on 22 March 2013. All permanent missions were invited to consider the draft strategy and consult with their capitals before a discussion of the draft strategy. Given the close link that exists between the draft fundraising strategy and the coordination of our technical assistance, the secretariat proposed that member States should take up consideration of the draft fundraising strategy at the September session of the Working Party on the Strategic Framework and the Programme Budget, which deals with technical cooperation. This discussion has been included in the agenda for the sixty-fifth session of the Working Party in September 2013, and the outcomes of such discussions will be considered by the Board at its sixtieth session.

G. The possibility of the establishment of a non-earmarked trust fund

36. In the workplan, the secretariat noted that the establishment of a non-earmarked general trust fund would be welcomed and undertook to draft a new proposal on the possibility of its establishment. The secretariat had originally hoped to circulate a proposal for such a trust fund before the end of 2012. Delivery was delayed due to the need to ensure proper coordination and compliance with the relevant rules and regulations of the United Nations. The secretariat is pleased to report that the proposal was shared with member States in July this year. With the agreement of member States on the proposal, the trust fund could be operational shortly thereafter.

III. Conclusion

37. The UNCTAD secretariat remains committed to the process of enhancing its management and administration. The implementation of the workplan is on track and progress is being made. The workplan is a living document and may evolve to reflect the emerging priorities and views of the new Secretary-General of UNCTAD. The secretariat looks forward to the continuing support of member States in working together to enhance the organization's effective mandate delivery.
