
Promoting Entrepreneurship: UNCTAD's Policy Approach to Support Sustainable Business Growth

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UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

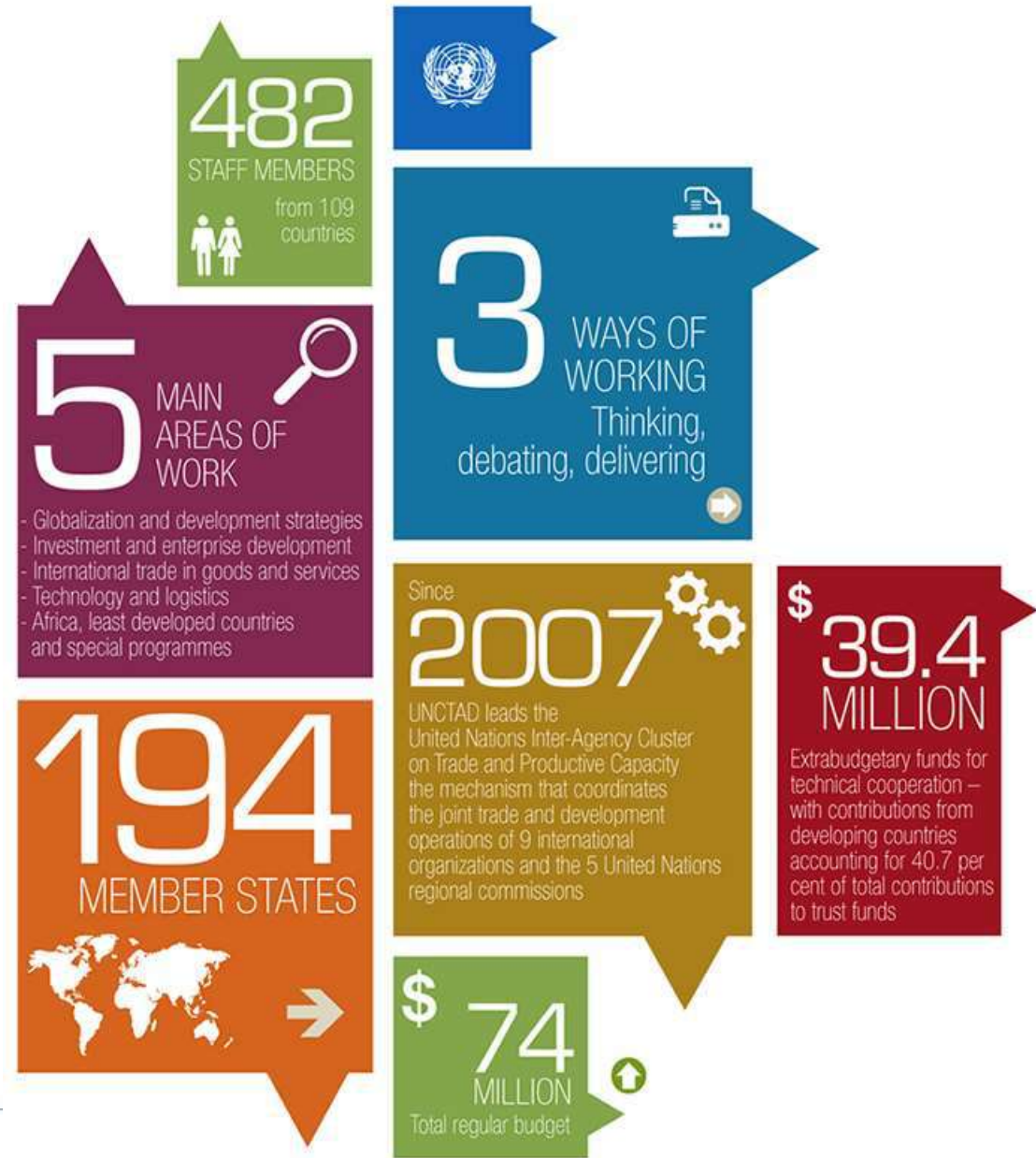
UNCTAD



United Nations Conference on Trade and Development



- **United Nations body responsible for dealing with development issues, particularly international trade, investment & entrepreneurship, debt etc.**
- **Established 52 years ago in 1964**



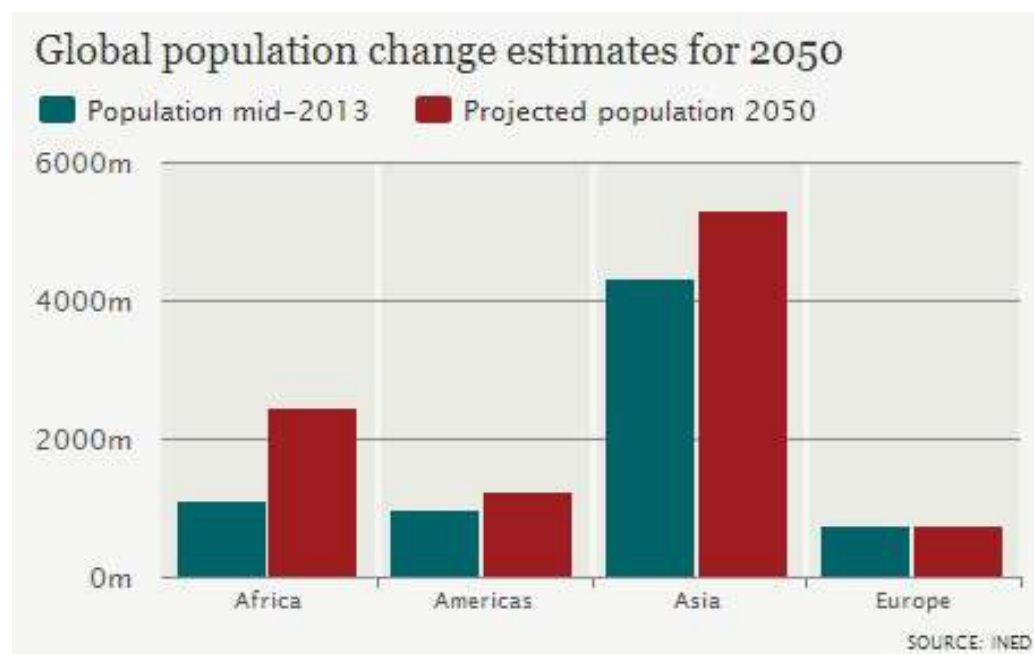
Challenges in developing countries and beyond



Global Demographic Trends

The world's population will rise to **9.7 billion in 2050** from the current level of 7.1 billion of which **1.2 billions are between 15- 25**.

Each year **121 million young people turn 16 years old**, of which 89% will be searching for work in developing regions (UNICEF 2012).



THE STORY OF PEDRO: just a kid in Ecuador today



Pedro 10 years



16 years: high school



21 years: no advice: look for a job or start-up?



25 years: dealing with the admin



26 years: First start-up HOT DOGS



28 years: tough to access credit



Scared to fail

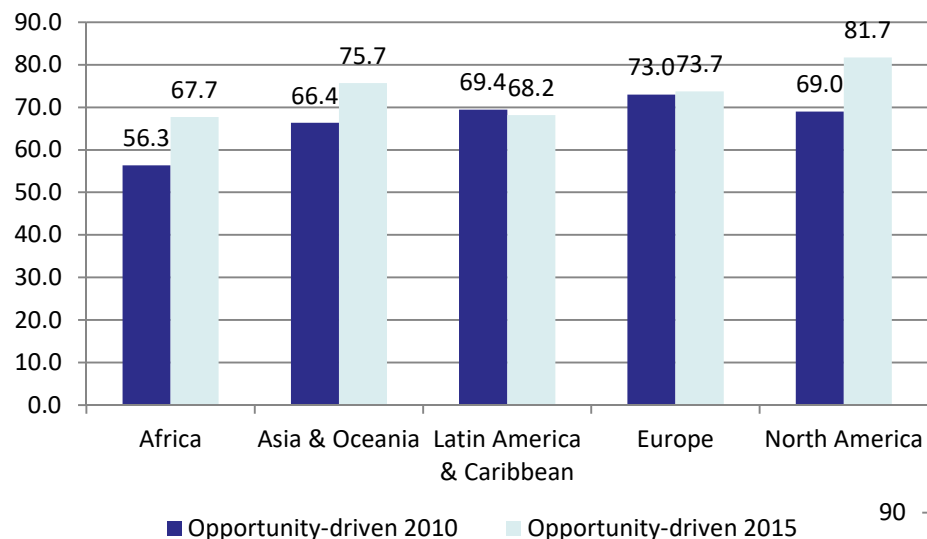


Pedro 30 years



The percentage of opportunity driven entrepreneurs is rising

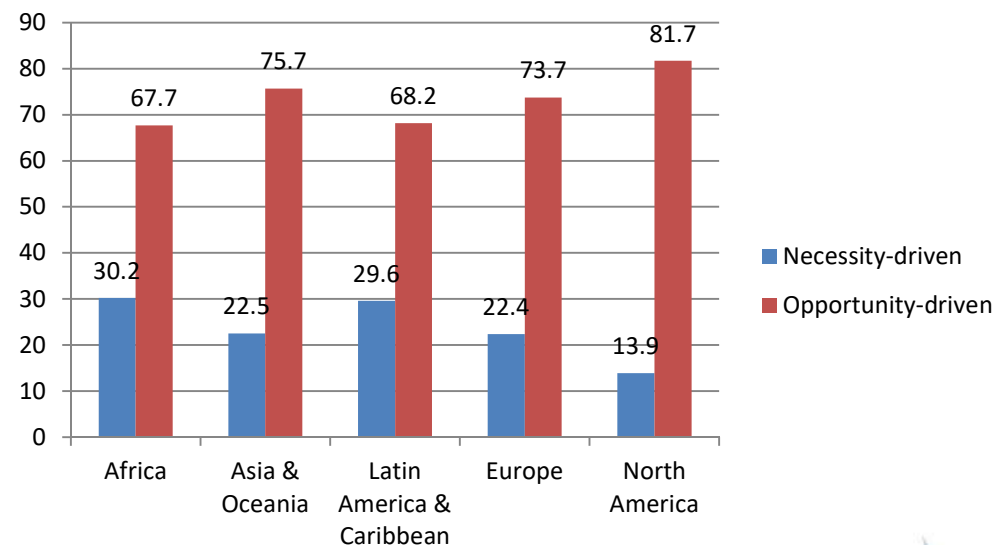
Percentage of opportunity driven entrepreneurs
2010 - 2015



- **Opportunity Entrepreneurs are increasing fast in African, Asian and North America economies while remaining at almost the same level in European economies.**
- **Overall the percentage of opportunity driven entrepreneurs has increased from 66% to 73% in the past 5 years**

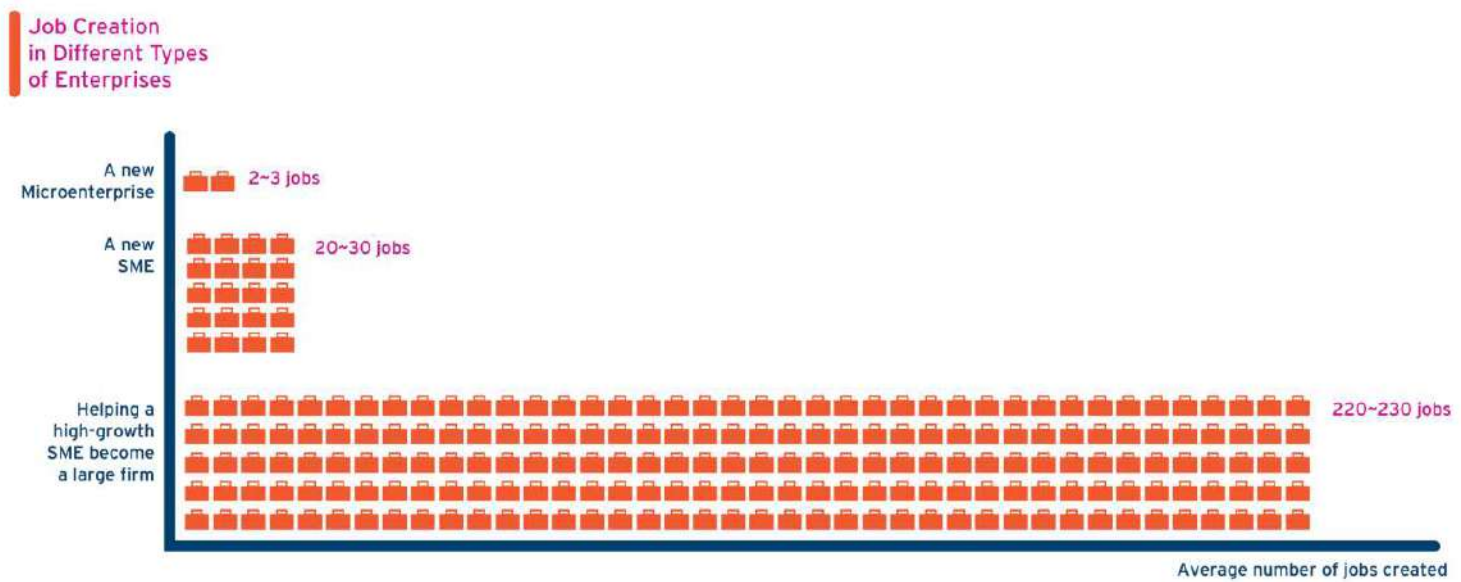
The % of opportunity-driven entrepreneurs contributes to better understand the entrepreneurial capacity of a country. A high share of opportunity-driven entrepreneurs brings job creation, more long-term growth and ambitious expectations related to the venture.

Percentage of necessity and opportunity driven entrepreneurs
2010 - 2015



Entrepreneurship for employment creation

Entrepreneurship and new innovative firms create jobs and growth:



Source: Endeavor 2011 from companies across Latin America to Africa, the Middle East, and Southeast

Building an innovative and entrepreneurial country: The story of Pedro by 2030



Pedro-10 Years



16 years: Development of entrepreneurial competencies



21 years: Bootcamp on Entrepreneurship and Innovation



25 years: Public Private Partnership improving business environment



Network support



28 years: Information to create innovative start ups



29 years: Access to Finance



Pedro- 30 years Entrepreneur



UNCTAD's Entrepreneurship Policy Framework (EPF)



Source: UNCTAD.

Website: unctad.org/epf



The EPF as a toolkit

For each policy area:

- Policy objectives and recommended actions
- Checklist of questions
- Set of indicators to measure overall policy effectiveness
- On-line inventory of good practices

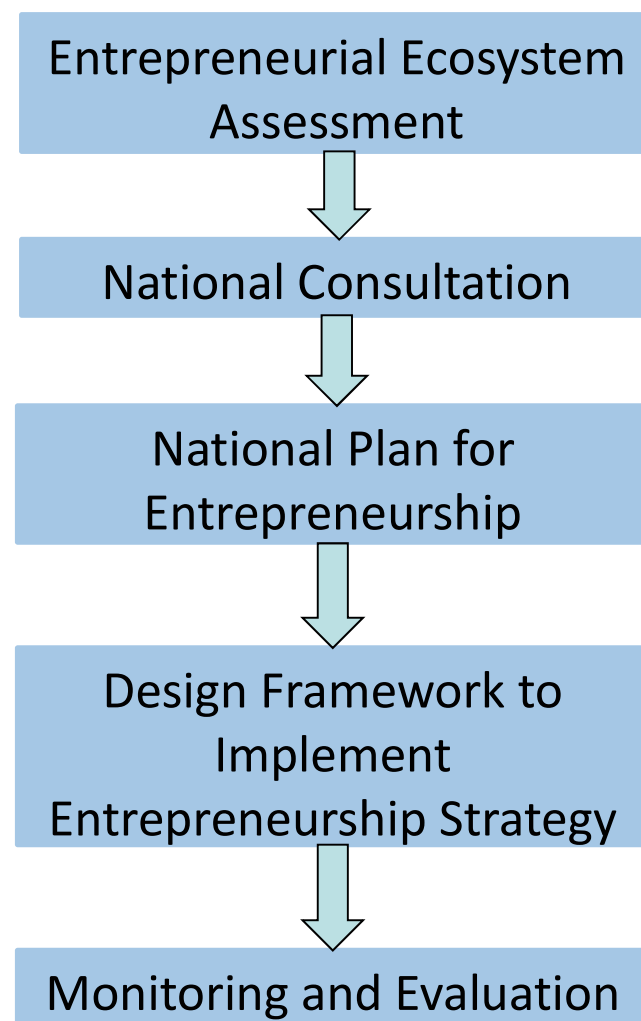
The EPF provides a practical toolkit for the formulation, implementation and monitoring of entrepreneurship policies



Steps to develop a national entrepreneurship strategy

Goals:

1. Developing a strong institutional framework
2. Identify how entrepreneurship will contribute to national goals such as job creation, innovation and/or economic growth
3. Engaging all key public and private institutions
4. Identify target sub-groups within entrepreneurs (associations, networks, etc.)



Checklist: Assessing the situation in your country

| 1. Formulating National Entrepreneurship Strategy | <i>If yes:</i> Overall, how would you rate the existing measures in this area? | | | 1: Weak 2: Moderate 3: Adequate 4: Strong | | | |
|---|--|-----|----------------|--|---|---|---|
| a. Identify country specific challenges and opportunities, specify goals and set priorities | NO | YES | | 1 | 2 | 3 | 4 |
| Q1: Are there regular surveys for assessing the national entrepreneurial environment? | | | <i>If yes:</i> | | | | |
| Q2: Does the government take into account relevant entrepreneurial environment indicators (e.g. Global Entrepreneur Monitor [GEM] Report, etc.) in policy decision making? | | | <i>If yes:</i> | | | | |
| Q3: Is there clarity about the types of entrepreneurship that the country wants to encourage? | | | <i>If yes:</i> | | | | |
| Q4: Are there any deliberate policies seeking to promote formal entrepreneurial activity among specific groups of the population? | | | <i>If yes:</i> | | | | |
| b. Ensure coherence of entrepreneurship strategy with other national policies | NO | YES | | 1 | 2 | 3 | 4 |
| Q5: Is entrepreneurship policy aligned with the country's overall development strategy? | | | <i>If yes:</i> | | | | |
| Q6: Is entrepreneurship embedded into other national policies (e.g. trade, investment, education, etc.)? | | | <i>If yes:</i> | | | | |



Checklist: Assessing the situation in your country

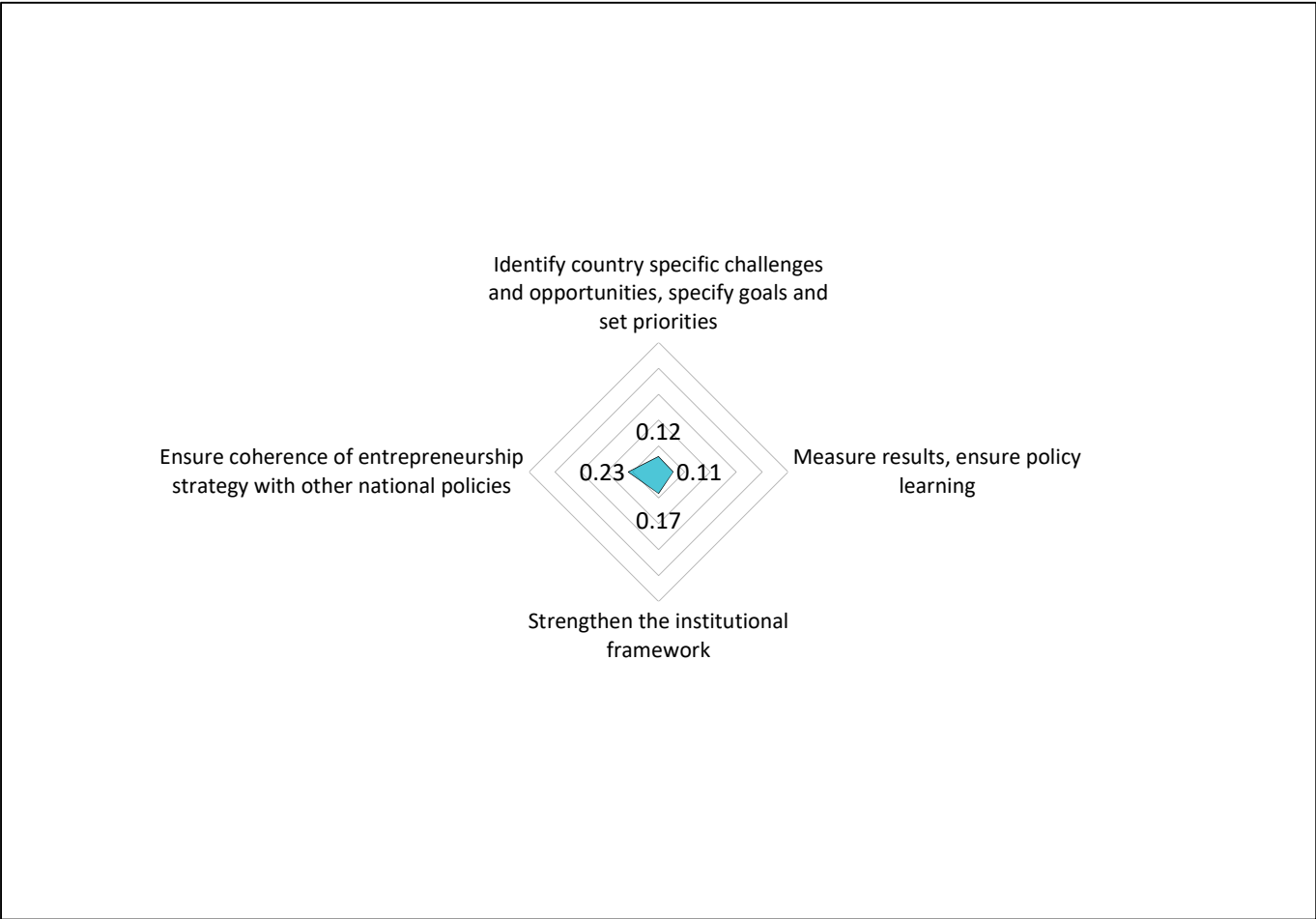
| 1. Formulating National Entrepreneurship Strategy | <i>If yes:</i> Overall, how would you rate the existing measures in this area? | | | 1: Weak 2: Moderate 3: Adequate 4: Strong | | | |
|---|--|-----|----------------|--|---|---|---|
| c. Strengthen the institutional framework | NO | YES | | 1 | 2 | 3 | 4 |
| Q7: Is there a ministry, agency or institution championing entrepreneurship at the national level? | | | <i>If yes:</i> | | | | |
| Q8: Is there an entity or mechanism to coordinate the efforts of institutions working to support entrepreneurship (such as a national steering committee, presidential roundtable, etc.)? | | | <i>If yes:</i> | | | | |
| Q9: Do national agencies supporting entrepreneurship have internal incentive systems that promote business-like service delivery? | | | <i>If yes:</i> | | | | |
| Q10: Are there mechanisms, such as multi-stakeholder forums, facilitating/promoting public-private policy dialogue on entrepreneurship? | | | <i>If yes:</i> | | | | |
| d. Measure results, ensure policy learning | NO | YES | | 1 | 2 | 3 | 4 |
| Q11: Are there specific targets or measurable objectives aiming to increase entrepreneurial activity? | | | <i>If yes:</i> | | | | |
| Q12: Does the government assess the impact of policy measures intended to support entrepreneurs? | | | <i>If yes:</i> | | | | |
| Q13: Are there mechanisms to incorporate feedback from evaluations and lessons learnt of programs and policies to support entrepreneurs? | | | <i>If yes:</i> | | | | |



Mapping of the entrepreneurship and innovation ecosystem in Ecuador: selected initiatives

| | | | |
|--|--|--|---|
|  <p>Mentoring sector TICs / emprendedores de software y tecnológicos.</p> <p>www.aesoft.com.ec</p> |  |  <p>Implementación de Guarderías. Comercialización de Flores para madres solteras.</p> <p>www.consejodecamaras.org.ec</p> |  |
|  <p>Preincubadora y Asesora de negocios con la UTEG. Asesoría a perfil de jóvenes empresarios: jurídica, comercio exterior, talento humano, etc. Primer Concurso de Emprendimiento Juvenil "Oye Guayaquil".</p> <p>stalinludena.com/aje/ajedemo/</p> |  |  <p>Acceso a comercialización a nivel nacional.</p> <p>www.corporacionfavorita.com/</p> |  |
|  <p>Financiamiento a través de microcréditos.</p> <p>www.banco-solidario.com/</p> |  |  <p>Talleres: Programas educativos complementarios para formar emprendedores en escuelas, colegios y universidades (solo grupos seleccionados por empresas). Mujeres Emprendedoras: Brindan capacitaciones en planes de negocios a través de visitarios (solo grupos seleccionados por empresas).</p> <p>www.jae.org.ec/</p> |  |
|  <p>Asesoría en Evaluación, Diseño y Planificación de Proyectos (Emprendimientos, Nuevos Servicios o Productos).</p> <p>www.lacamara.org/</p> |  |  <p>Desarrollo de marcas propias con proveedores 100% locales, apoyo a pequeñas artesanas en la formación de pequeñas empresas. Apoyo para la creación del catálogo digital de AEI.</p> <p>http://www.corporaciongpf.com/</p> |  |
|  <p>Innovation challenge, Convocatorias y retos para proyectos innovadores. Espacio de Diálogo público-privado, sinergias sector público, privado y academia. Formación y educación "programas de capacitación". Observatorio, monitoreo áreas ecosistema.</p> |  |  <p>Asesoramiento Estratégico de posicionamiento. Estudios cualitativos de Comunicación, imagen y posicionamiento. Gestión de Opinión pública, mide el cumplimiento de objetivos. Capacitación en comunicación, entrenamiento de voceros y de equipos de comunicación.</p> <p>http://be1.ec/web/xp/nuestros-aliados/komm/</p> |  |

EPF Scorecard: Entrepreneurship strategy in Ecuador



ESTRATEGIA DE EMPRENDIMIENTO E INNOVACIÓN 2020



VISIÓN 2020

Impulsar el surgimiento y desarrollo de emprendedores y de empresas innovadoras con potencial exportador, para que contribuyan a la transformación de la matriz productiva y al fortalecimiento de las bases competitivas de la economía, al despliegue de talento innovador, agregación de valor a los productos y a la generación de empleos productivos.

AVANCES REALIZADOS Oct'13 - Jul'14

- Mapeo de actores del ecosistema
- Identificación y priorización de brechas.
- Construcción y diseño participativo de la estrategia de emprendimiento e innovación



Participación público-privado-academia

ENFOQUE SISTÉMICO

Apoyo en las fases del proceso emprendedor: gestación, desarrollo inicial, puesta en marcha, escalamiento, internacionalización.



INNOVACIÓN Y EXPORTACIÓN

Apoyo a emprendimientos innovadores con orientación exportadora



ENFOQUE INTEGRAL

Dominios del Ecosistema: Innovación, Mercados, Políticas y marco normativo, Financiamiento, Cultura



ARTICULACIÓN INSTITUCIONAL



APRENDIZAJE CONTÍNUO



ENFOQUE EN LAS CADENAS PRODUCTIVAS



COBERTURA NACIONAL



¿QUÉ SE QUIERE LOGRAR?

- Aumento de nuevas empresas con gran potencial de exportación
- Generación de ingresos
- Generación de fuentes de empleo

Cambio en la Matriz Productiva





UNCTAD

United Nations Conference on Trade and Development

New Development Path

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Create Nomination

[Save](#)[Back](#)**Name of Initiative: ***

Youth Entrepreneurship Policy

Country: *

South Africa ▾

Type of Initiative: * Policy Programme**Category: *** The General Enabling Environment for Entrepreneurship Awareness of the Importance of Entrepreneurship Financial Support for Firm Foundation and Growth Entrepreneurship Education and Skills Innovation and Technology Commercialization The Regulatory Environment**Year of Inception: ***

2009 ▾

Description of Initiative:

In June of 2009, the City of Johannesburg's economic development department launched its Young Entrepreneurship Policy and Strategy Framework. The policy initiative target's the City's young citizens and seeks to foster their entrepreneurial skills and

Partnerships:**Financing:**

Examples of selected policies and initiatives:

- **Zambia:** The 6th National Development Plan endorsed the entrepreneurship measures outlined in the country's Micro, Small and Medium Enterprises (MSME) Policy (2008-2018).



- **Rwanda:** Entrepreneurship is embedded in the country's Economic Development and Poverty Reduction Strategy (2008-2012)



- **South Africa:** South Africa's Youth Enterprise Development Strategy (2013-2023) has identified youth entrepreneurship as a priority.



- **Malaysia:** In its Vision 2020, and in the 10th Malaysia Plan 2011-2015 the Prime Minister identifies entrepreneurship as a key element to generate economic growth and achieve the goals premised on higher income, inclusiveness and sustainability.



- **Singapore:** The Entrepreneurship Development Agency SPRING Singapore



| <h2 style="color: #92D050;">2. Optimizing the Regulatory Environment</h2> | <i>If yes:</i> Overall, how would you rate the existing measures in this area? | | | 1: Weak 2: Moderate 3: Adequate 4: Strong | | | |
|--|--|-----|----------------|--|---|---|---|
| a. Examine regulatory requirements for start-ups | NO | YES | | 1 | 2 | 3 | 4 |
| Q1: Has the government carried out an assessment of the process of starting a business? | | | <i>If yes:</i> | | | | |
| Q2: Does the government benchmark the time and cost of starting a business? | | | <i>If yes:</i> | | | | |
| Q3: Does the government benchmark sector and region specific regulations related to starting a business? | | | <i>If yes:</i> | | | | |
| Q4: Are there mechanisms for public-private dialogue on regulatory costs and benefits that enable entrepreneurs to provide feedback on regulations? | | | <i>If yes:</i> | | | | |
| b. Minimize regulatory hurdles for business start-ups where appropriate | NO | YES | | 1 | 2 | 3 | 4 |
| Q5: Has the government considered initiating a process of reviewing and weeding out unnecessary regulations (e.g., licenses, procedures, administrative fees)? Has the government considered initiating a process to review regulations and modify or revoke those which are deemed unnecessary? | | | <i>If yes:</i> | | | | |
| Q6: Does the country have fast-track mechanisms and one-stop-shops to bundle procedures? | | | <i>If yes:</i> | | | | |
| Q7: Does the government offer ICT-based procedures for business registration and reporting? | | | <i>If yes:</i> | | | | |
| Q8: Are there specific regulatory provisions for social entrepreneurship? | | | <i>If yes:</i> | | | | |

| <h2>2. Optimizing the Regulatory Environment</h2> | <i>If yes:</i> Overall, how would you rate the existing measures in this area? | | | 1: Weak 2: Moderate 3: Adequate 4: Strong | | | |
|--|--|-----|----------------|--|---|---|---|
| c. Build entrepreneurs' confidence in the regulatory environment | NO | YES | | 1 | 2 | 3 | 4 |
| Q8: Has the government considered the introduction of alternative dispute resolution mechanisms for more timely and efficient contract enforcement? | | | <i>If yes:</i> | | | | |
| Q9: Is there adequate protection of entrepreneurs' property rights? | | | <i>If yes:</i> | | | | |
| Q10: Do bankruptcy laws allow for business re-starts to avoid unintended stigma and punishment? | | | <i>If yes:</i> | | | | |
| Q11: Are administrative procedures fully transparent? <i>Is information about business establishment procedures easily accessible?</i> | | | <i>If yes:</i> | | | | |
| d. Guide entrepreneurs through the start-up administrative process and enhance the benefits of formalization | NO | YES | | 1 | 2 | 3 | 4 |
| Q12: Are there specific policies in place to encourage the transition of micro and small enterprises to the formal business sector? | | | <i>If yes:</i> | | | | |
| Q13: Does the government offer services to assist start-ups in meeting regulatory requirements? | | | <i>If yes:</i> | | | | |
| Q14: Are business regulations and advice (tutorials and information portals) available electronically (<i>online</i>)? | | | <i>If yes:</i> | | | | |
| Q15: Are there provisions to make information on business regulations available to specific (<i>disadvantaged</i>) target groups (linguistic minorities, those in rural areas, etc.)? | | | <i>If yes:</i> | | | | |

Regulatory challenges for enterprises in the Gambia



Starting up a business: 7 procedures; 25 days, 141% of income per capita



Paying taxes: 50 tax payments per year, 63% of profit taxes, 326 hours filling it



Getting electricity: 5 procedures, takes 78 days costs 4129%



Resolving solvency: 2 years, recovery rate: 27%

Optimizing the regulatory framework in the Gambia

| Policy objectives | Identified constraints | Priority Actions |
|--|---|--|
| <p>a. Examine regulatory requirements and make improved services accessible nationwide</p> | <ul style="list-style-type: none"> • No information and data regularly collected by government or private sector to assess and benchmark changes in the regulatory environment • No transparent process in place for regularly reviewing and streamlining national and municipal regulations (e.g. local licenses and procedures) | <ol style="list-style-type: none"> 1. Introduce Business Climate Surveys 2. Develop National Inventory of Business Regulations 3. Introduce Customer Service Charters 4. Train and develop local capacities in Regulatory Impact Assessment (RIA) 5. Revise the 2004 Copyright Act |
| <p>b. Reduce the cost of doing business and increase benefits of formalization</p> | <ul style="list-style-type: none"> • Cumbersome bureaucratic procedures persist despite reforms • No monitoring of how much it costs and benefits for different categories of business in order to formalize and comply with specific regulations | <ol style="list-style-type: none"> 1. Reduce the number of administrative procedure (upgrade the Single Window) 2. Enact a Social Enterprise Promotion Act 3. Digitalize, automate and integrate post-registration procedures for land 4. Introduce benchmarking and e-government services 5. Strengthen the TGSB 6. Introduce preferential measures and special incentives to encourage business formalization by vulnerable groups |



Optimizing the regulatory framework in the Gambia (2)

| Policy objectives | Identified constraints | Priority Actions |
|--|--|---|
| c. Increase the predictability of enforcement | <ul style="list-style-type: none"> Weak capacity of judicial institutions to fast-track adjudication on commercial cases and enforcement of judgements | <ol style="list-style-type: none"> Strengthen the capacity of judicial institutions Introduce fast-track procedures and alternative dispute mechanisms for small claims |
| d. Help the private sector to overcome administrative barriers | <ul style="list-style-type: none"> Inadequate public dissemination of information on rules and procedures Lack of institutional Charters to provide customer service guidelines and benchmarks on administrative procedures Fast-track mechanisms such as one-stop shops and automated processing not available nationwide, and not accessible online | <ol style="list-style-type: none"> Carry out information campaigns on regulatory requirements Assist startups in meeting regulatory requirements nationally Strengthen GIEPA's capacity to deliver its mandate country wide Strengthen MOTIE's capacity to deliver its mandate country wide |



Examples of selected policies and initiatives:



- **Indonesia: Regional “Ease of Doing Business” Benchmarks** allows for more easily comparable conditions within the same country and creates peer pressure for reform



- **Macedonia: One-Stop-Shop Business Registration** enables entrepreneurs to register their business within 4 hours by visiting one office, obtaining the information from a single place, and addressing one employee

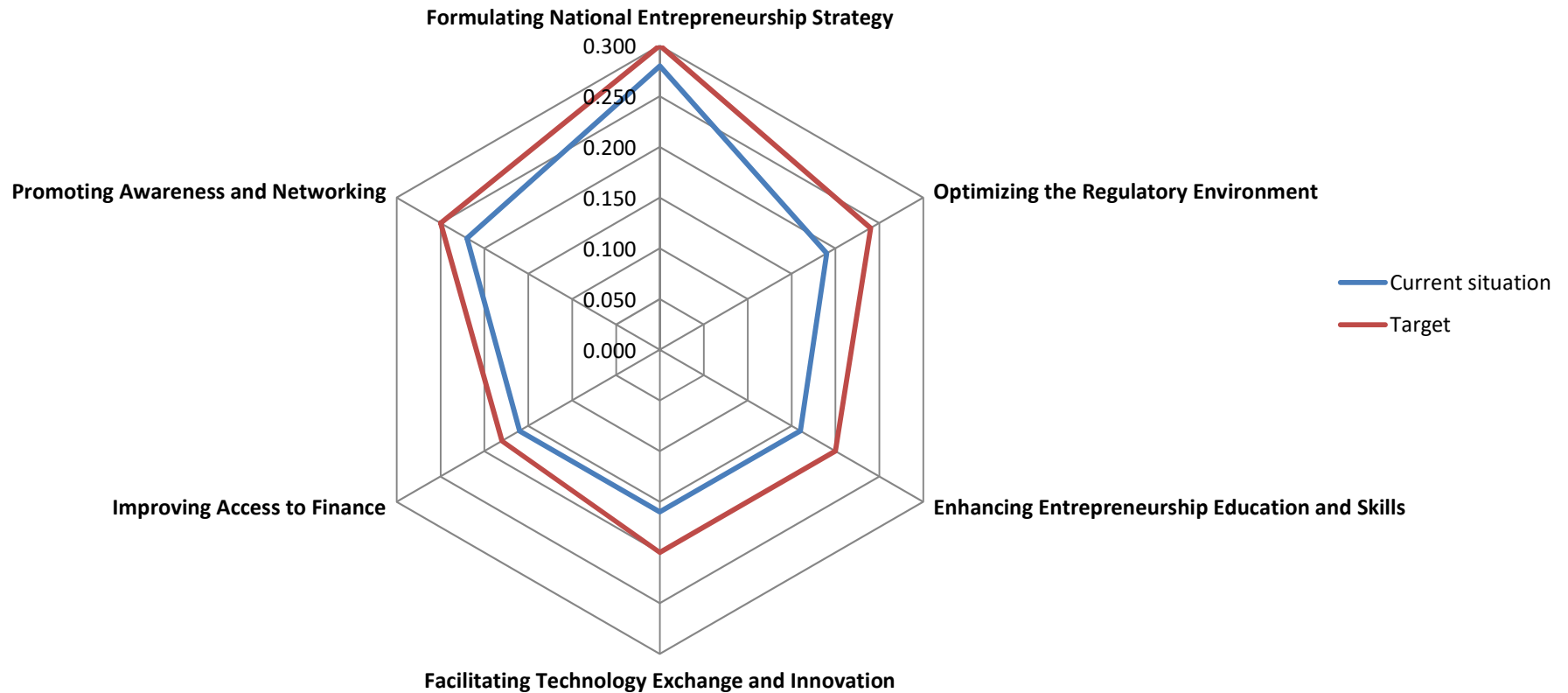


- **Zambia: Electronic Case Management System** provides electronic referencing of cases, a database of laws and public access to court records



- **MiEmpresa.gov.sv** By introducing the UNCTAD’s e-registration system, the Government of El Salvador has put entrepreneurs at the centre of eGovernance, offering them an online database where they can register, save and consult all documents related to their business identity.

Designing the Entrepreneurship Action Plan for The Gambia



| | 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------|--|---------------------------------------|---|---|-----------------------------|------------------------------------|
| | Formulating National Entrepreneurship Strategy | Optimizing the Regulatory Environment | Enhancing Entrepreneurship Education and Skills | Facilitating Technology Exchange and Innovation | Improving Access to Finance | Promoting Awareness and Networking |
| Current situation | 0.280 | 0.190 | 0.160 | 0.160 | 0.160 | 0.220 |
| Target | 0.3 | 0.24 | 0.2 | 0.2 | 0.18 | 0.25 |



| 3. Enhancing Entrepreneurship Education and Skills Development | <i>If yes:</i> Overall, how would you rate the existing measures in this area? | | 1: Weak 2: Moderate 3: Adequate 4: Strong | | | | |
|--|--|-----|--|---|---|---|---|
| a. Embed entrepreneurship in formal and informal education | NO | YES | | 1 | 2 | 3 | 4 |
| Q1: Do national curricula recognize entrepreneurship as a subject? | | | <i>If yes:</i> | | | | |
| Q2: Is entrepreneurship education integrated across other disciplines? | | | <i>If yes:</i> | | | | |
| Q3: Are entrepreneurship training programmes offered outside the formal education system? | | | <i>If yes:</i> | | | | |
| Q4: Is extracurricular entrepreneurial activity promoted (e.g. student clubs, business plan competitions, etc.)? | | | <i>If yes:</i> | | | | |
| b. Develop effective entrepreneurship curricula | NO | YES | | 1 | 2 | 3 | 4 |
| Q5: Are there policies for introducing more interactive “learning-by-doing” and experience-based teaching approaches into the education system? | | | <i>If yes:</i> | | | | |
| Q6: Are there mechanisms to support the development of localized case studies and entrepreneurship course materials to be used in the classroom? | | | <i>If yes:</i> | | | | |
| Q7: Do curricula make use of ICT-based on-line learning tools for entrepreneurship? | | | <i>If yes:</i> | | | | |
| Q8: Do policies recognize the specific learning needs of youth, women and other target groups? | | | <i>If yes:</i> | | | | |

| c. Train teachers | NO | YES | | 1 | 2 | 3 | |
|---|----|-----|----------------|---|---|---|--|
| Q9: Are schools encouraging teachers to engage with business practitioners and local entrepreneurs and bring them to the classroom? | | | <i>If yes:</i> | | | | |
| Q10: Are there incentives and specific training opportunities for teachers to learn about more about entrepreneurship and its importance? | | | <i>If yes:</i> | | | | |
| Q11: Are there national entrepreneurship educators' networks to facilitate peer learning among teachers? | | | <i>If yes:</i> | | | | |
| d. Partner with the private sector | NO | YES | | 1 | 2 | 3 | |
| Q12: Are academic institutions encouraged and supported in providing training, counselling, diagnostic and advisory services to early-stage entrepreneurs? | | | <i>If yes:</i> | | | | |
| Q13: Is private sector funding leveraged for entrepreneurship education? | | | <i>If yes:</i> | | | | |
| Q14: Are there mentoring and coaching schemes by and for entrepreneurs? | | | <i>If yes:</i> | | | | |
| Q15: Are there any policies promoting entrepreneurial skills development through attitudinal and behavioural training? | | | <i>If yes:</i> | | | | |

3

Education
and skills

Examples of selected policies and initiatives:



Panama: UNCTAD's Empretec programme has been adapted To rural micro entrepreneurs with low levels of literacy in provincial Panama and Vietnam



Brazil: The Entrepreneurial Methodology designed to support Entrepreneurship teaching in the school system (for youth from 4-17 years old)



Indonesia: Ciputra Quantum Leap Entrepreneurship Centre Annual Entrepreneurship Teaching Conference



Singapore: Singapore Management University has developed courses in the creation of businesses, consulting to SMEs and finance for entrepreneurs



Designing the Action plan for entrepreneurship and innovation in Ecuador



246

Stakeholders



84

Institutions

150

Entrepreneurs



Selected initiatives by 2020: Ecuador

Gap: Weak networking and collaboration between the universities and enterprises to develop R&D and applied research



The Power of Measuring Results

- **If you cannot measure results, you cannot distinguish success from failure**
- **If you cannot recognize success, you cannot reward it**
- **If you cannot reward success, you are probably rewarding failure**
- **If you cannot see success or failure, you cannot learn lesson**
- **If you can recognize failure, you can take corrective actions**
- **If you can demonstrate results, you can plant more seeds and gather more successes**

Adapted from Osborne & Gaebler 1992



Monitoring and evaluation of the Entrepreneurship strategy

Outcome Indicators of an Entrepreneurship Strategy

| Short-Term | Medium-Term | Longer-Term |
|--|--|---|
| <p>Measurement of implementation of entrepreneurship strategy could, in the short-term, include:</p> <ul style="list-style-type: none"> • number of start-ups created (where applicable by sector or target group) • survival rates • formalization | <p>In the medium-term, more complex economic indicators could be used to measure the implementation of the entrepreneurship strategy:</p> <ul style="list-style-type: none"> • value added • employment generation • export generation by recent entrepreneurial activity • value chains development • Tax base widened | <p>In the long-term, sustainable development related indicators can also be used:</p> <ul style="list-style-type: none"> • poverty reduction • women entrepreneurship • start-ups in green-energy sectors • farming as a business |

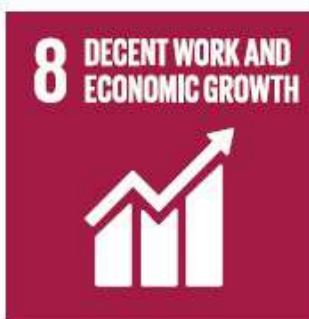




SUSTAINABLE DEVELOPMENT GOALS



4.4 By 2030, substantially increase the number of youth and adults who have relevant skills , including technical and vocational skills, for employment, decent jobs and *entrepreneurship*



8.3 Promote development-oriented policies that support productive activities, decent job creation, *entrepreneurship*, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

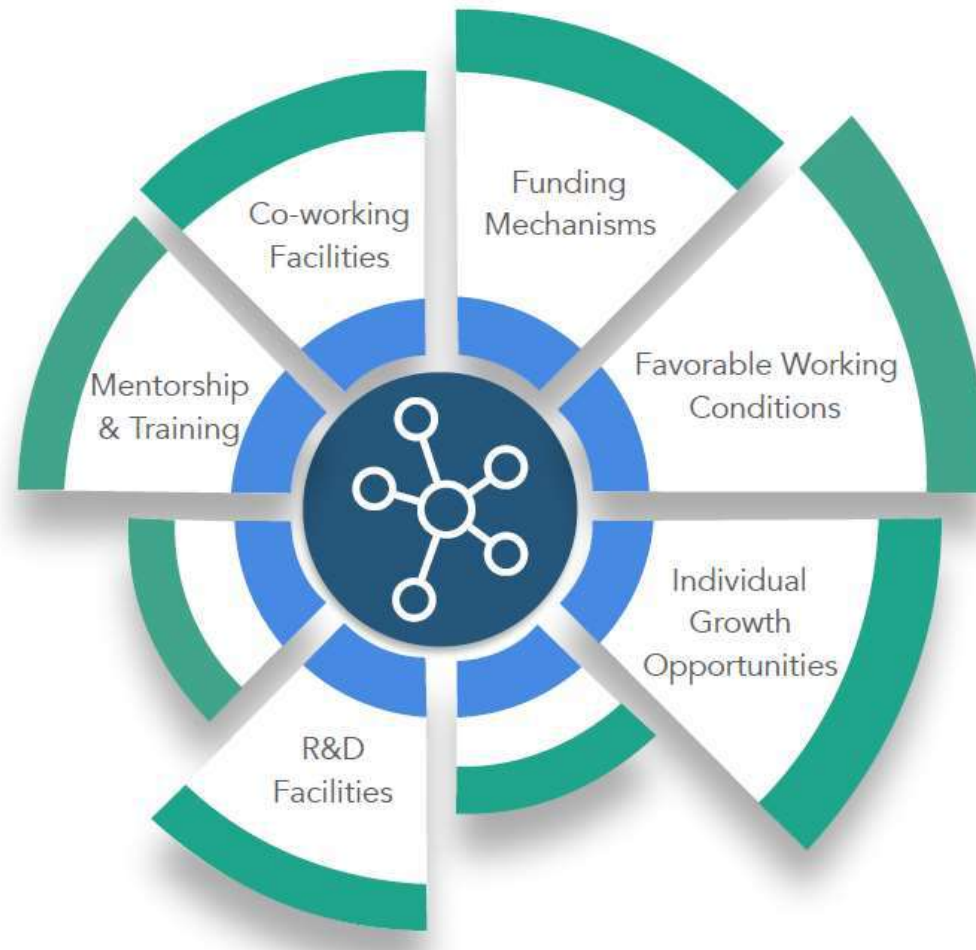


IMPACT ON SUSTAINABLE DEVELOPMENT GOALS (SDGs)



Sustainable Development Solutions

ROBUST ENTREPRENEURIAL ECOSYSTEM



Conclusions

1. Enterprise development policies, entrepreneurship and wider economic and political development strategies interact.
2. Entrepreneurship can make an important contribution to the achievement of the SDGs and to other social, economic and environmental outcomes.
3. Specific policy measures are needed to promote youth and women entrepreneurship, social and green entrepreneurship, as well as and entrepreneurship for people with disabilities and in post-conflict areas.
4. Governments and their development partners should identify the key challenges facing entrepreneurs and monitor the implementation and impact of policies to support enterprise development.



Thank you

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