

VOLUNTARY PEER REVIEWS ON COMPETITION LAW AND POLICY

FOSTERING ECONOMIC EFFICIENCY

GLOBAL CONTEXT

Competition is fundamental to the success of any market economy. It stimulates a country's attractiveness as a business location and can foster economic efficiency, increased productivity, innovation and economic growth. Competition can also result in lower prices and a wider range of and improved products, which in turn can benefit consumers by protecting their welfare. Many developing countries have realized that the potential of trade can diminish in the face of anti-competitive business practices that discourage competition. Such practices should not impede or negate the development benefits that trade and investment openness can bring to developing countries. Many developing economy markets are also relatively small and undiversified, augmenting the risks of abuse of a dominant position or oligopolistic behaviour. It is thus important for all countries to evaluate and, if necessary, improve the effectiveness of their competition policy enforcement frameworks.

UNCTAD supports developing countries through a process for voluntarily undertaking peer reviews on competition law and policy. UNCTAD's unique development perspective and experience in working with competition authorities in developing countries, as well as on competition policy worldwide, serve as a guarantee that the voluntary peer review process focuses on fostering competitiveness and takes into account the development needs of countries.

HOW CAN A VOLUNTARY REVIEW BY PEERS HELP?

UNCTAD Voluntary Peer Reviews on Competition Law and Policy allow developing countries to benchmark their performance against international best practices. The Reviews are conducted using an interactive peer review method that promotes knowledge-sharing between competition authorities at the regional and international levels, enhances informal cooperation networks and encourages South–South cooperation.

The peer reviews identify major procedural, administrative and legislative changes that might be necessary for the optimum functioning of the competition authority and the law. They give insights into country-specific constraints, including political economic problems which have a bearing on the legitimacy of the competition law. The Reviews serve as a basis for peer review examination during the annual meeting of the UNCTAD Intergovernmental Group of Experts.

PROGRAMME FACTS AND FIGURES

Competition law and policy
programme scope: all regions

Programme start date: 2005

Reviews per year: 2 to 3 (2, from 2016)

Number of Reviews to date:
18 (22 countries covered)

Upcoming Review: Peru

Programme website:
unctad.org/competition/peer-reviews



RESULTS AND IMPACT AT A GLANCE

- Global competitiveness assessments carried out annually by the World Economic Forum show that competition climates have improved in 10 countries following their peer review processes, facilitated by UNCTAD – an indication of UNCTAD contributions to competition law and policy.
- Peer Review reports were used in amending legislations (at the level of draft laws), for advocacy and in establishing a new training agenda for staff. Based on a 2013 independent evaluation of the UNCTAD programme, the proportion of recommendations adopted ranges from 10 to 85 per cent, with an average of 40 to 45 per cent. Competition authorities have been better equipped with high quality analysis capacities to assess their competition.



DONORS/ FUNDING SOURCE

Current and past:
Norway, Spain, Sweden, Switzerland,
the United Kingdom, European Union
(for West African Economic
and Monetary Union)



eREGULATIONS AND eREGISTRATIONS SYSTEMS

SIMPLIFYING PROCEDURES TO IMPROVE NATIONAL BUSINESS, INVESTMENT AND TRADE CLIMATES

GLOBAL CONTEXT

Facilitating business through simplified administrative procedures reduces informality and corruption, empowers small entrepreneurs, removes bureaucratic barriers to trade and investment and increases government revenue, thereby fostering enterprise creation and operation. It also increases competitiveness and ultimately contributes to economic growth. UNCTAD estimates that administrative and procedural transaction costs, excluding customs-related costs, constitute between 3 and 6 per cent of the value of internationally traded goods. There are thus opportunities for reductions in transaction costs and hence increased competitiveness.

UNCTAD's Business Facilitation Programme aims at seizing such opportunities and offers a series of efficient tools and interactive methodologies to clarify and simplify procedures. Applied sequentially, they comprise an integrated programme for the modernization of public administration.

HOW DO E-TOOLS HELP BUSINESS REGULATIONS AND REGISTRATIONS?

UNCTAD's Business Facilitation Programme offers a series of efficient tools and participative methodologies to clarify and simplify procedures. Aiming at producing quick and measurable results, the Business Facilitation Programme includes three sequential components: eRegulations, eSimplifications and eRegistrations. The tools are developed at the request of beneficiary Governments.

The eRegulations system is an affordable, turn-key solution for Governments to clarify and publicize administrative procedures on the Internet. It shows administrative procedures step by step from the user's point of view. For each step, it provides the following data: contact data (entity, office, person in charge), the expected result of the step, required documents, cost, duration, legal justification and ways to complain. Any type of administrative procedure can be clarified through an eRegulations portal (e.g. company creation, tax payment, import and export).

Once clarified, procedures are easier to simplify, by comparing the practice to the law and limiting the number of interactions and documents to what is necessary and sufficient. UNCTAD's

PROGRAMME FACTS AND FIGURES

Programme start date: 2005

Number of countries assisted per year:
6 (average)

Programme coverage:
44 eRegulations systems and 4 eRegistrations
systems implemented in 28 countries in Africa,
Asia and Latin America

Programme website:
unctad.org/Business-Facilitation

“10 principles to simplify administrative procedures” – eSimplifications – generally allow Governments to decrease steps and requirements by more than 50 per cent, without changing laws.

Simplified procedures are computerized using the UNCTAD eRegistrations system, a web-based application conceived to create electronic single windows which allow simultaneous registration with multiple public agencies.

RESULTS AND IMPACT AT A GLANCE

- In El Salvador, the process to register companies has been reduced from 16 to 3 steps; 10 forms required by different administrations were merged into 1, and the duration of the process dropped from eight days to a maximum of three days.
- In the United Republic of Tanzania, companies can now be created with one form and in two steps online, within 10 working days. Prior to the implementation of the system, businesses had to go through 20 physical steps, complete 9 forms and wait 30 days.
- The World Bank’s Doing Business ranking for the “starting a business” indicator in Guatemala moved up from 172 in 2013,

to 98 in 2015 – an improvement recognized by the National Competition Programme under the Ministry of Economy as owing in part to several simplified and streamlined procedures.

- All national eRegulations and eRegistrations systems developed by UNCTAD are listed in the Global Enterprise Registration portal, a joint initiative by UNCTAD, the Kauffman Foundation’s Global Entrepreneurship Network and the Department of State of the United States of America. The portal gives direct access to official business registration websites worldwide and assessments of their user-friendliness.

DONORS/ FUNDING SOURCE

Current: Self-financing by some user countries, Germany, Luxembourg, the Netherlands, Switzerland, European Commission, One United Nations Fund
Past: France

Business facilitation systems in place, by country



TRADE FACILITATION PROGRAMME

MAKING TRADE EASIER AND FASTER



GLOBAL CONTEXT

In an international environment where the falling tariffs and quotas represent less of a barrier to trade, trade facilitation has emerged as an important trade policy tool. The main objective of trade facilitation is to reduce complexities and costs associated with cumbersome border procedures and controls. World Bank estimates suggest that administrative hurdles arising from cumbersome border procedures can cause up to 75 per cent of delays of shipments.

The Agreement on Trade Facilitation signed at the ninth Ministerial Meeting of the World Trade Organization in 2013 is a major international achievement. It aims at reducing trade transactions costs and red tape, speeding up customs procedures and making trade easier and faster. Enhanced compliance with such multilateral trade rules and alignment of national and regional rules with the multilateral trade facilitation agreement is instrumental to achieving increased trade integration.

To facilitate the technical and institutional challenges resulting from compliance with the disciplines of the World Trade Organization, UNCTAD assists developing countries in the finalization of national trade facilitation implementation plans, in particular by providing support for the establishment of the National Trade Facilitation Committee, as well as in the establishment of national and regional trade facilitation coordinating mechanisms.

HOW IS TRADE FACILITATION SUPPORTED?

UNCTAD supports developing and least developed countries in the implementation of their trade facilitation plans. The plans are elaborated using a standardized questionnaire based on section I of the World Trade Organization Agreement on Trade Facilitation. For each country, they contain a description of the current situation for the trade facilitation measures analysed, a list of actions which would be required for the implementation of measures, the need for external resources, the proposed lead implementation agency and a preliminary sequencing of the measures.

With a view to ratification and implementation of the Agreement, UNCTAD support covers (a) assessing technical assistance needs and preparation of categorization of provisions of the Agreement; (b) tailored training on trade, transit and transport facilitation; (c) advisory services on ratification of the Agreement; and (d) assisting in the creation and sustainable operation of national trade facilitation committees.

In addition, UNCTAD manages an online repository – covering more than 90 countries – of data on and analyses of national trade facilitation bodies and assists several regional organizations in coordinating trade and transit facilitation reforms.

PROGRAMME FACTS AND FIGURES

Trade Facilitation
programme coverage: all regions

Programme start date: 2012

Number of countries assisted since 2014:
35 in the process of ratifying the World Trade
Organization Agreement on Trade Facilitation

**Number of countries benefiting from
UNCTAD assistance per year: 12 (average)**

Programme website:
unctad.org/TF



RESULTS AND IMPACT AT A GLANCE

Although the World Trade Organization Agreement on Trade Facilitation is fairly recent, there are already early indications of the impact of UNCTAD's trade facilitation work:

- Mauritius, the first African country to have ratified the Agreement, requested UNCTAD's assistance in the form of advisory services. These contributed to the Mauritius decision on 5 March 2015 to deposit at the World Trade Organization the instrument of acceptance of the Protocol incorporating the Agreement on Trade Facilitation into the Marrakesh Agreement that established the World Trade Organization. Mauritius is among the countries to have formally accepted the Protocol.
- UNCTAD has also assisted in developing the World Trade Organization Agreement implementation plans for 15 countries: Antigua and Barbuda, Burundi, Dominica, Dominican Republic, Gabon, Grenada, Guatemala, Jordan, Nicaragua, Pakistan, Paraguay, Rwanda, Saint Kitts and Nevis, Saint Vincent and the Grenadines and the United Republic of Tanzania. These countries figure among the 66 countries who have recently notified the World Trade Organization secretariat of their readiness to implement measures/obligations deriving from the Agreement.

DONORS/ FUNDING SOURCE

Current: China, Germany, Norway, Sweden, Switzerland, the United Kingdom

Past: Norway, Spain, United Nations Development Programme, European Commission

ASYCUDA – AUTOMATED SYSTEM FOR CUSTOMS DATA

STREAMLINING CUSTOMS MANAGEMENT



GLOBAL CONTEXT

Long waiting times at borders, inappropriate fees, cumbersome formalities are all serious obstacles to trade and adversely affect investment and employment. An efficient and effective customs administration is essential to the welfare of any country. It benefits the national economy in various ways: by collecting revenue, by assisting the Government to promote cross-border trade and by combating fraud and illegal trafficking of prohibited and restricted goods. It further provides the statistical information on foreign trade transactions essential for economic planning and encourages international trade. The automatic calculation of duties speeds up and simplifies the clearance process and increases State revenues.

The UNCTAD Automated System for Customs Data (ASYCUDA) is an ICT-based customs management system targeted at reforming the customs clearance processes of developing and middle-income countries. It computerizes and simplifies procedures. ASYCUDA has a major impact on e-business and e-government transactions, making international trade simpler and cheaper, and international markets more accessible to enterprises from developing countries. In more and more countries, ASYCUDA constitutes the core system for building a single window for international trade.

HOW CAN CUSTOMS PROCEDURES BE IMPROVED?

The UNCTAD ASYCUDA software is installed at the request of Governments and adapted to suit the national characteristics of individual customs regimes, national tariffs and legislation.

The ASYCUDA programme itself is implemented in three phases. A preparation phase identifies the areas needing reforms, such as simplification of clearance procedures, alignment of forms to international standards and modernization of the national customs law.

During the implementation phase, ASYCUDA is configured to incorporate national specificities, i.e. the coding of tariffs and related regulations and legislation, data entry of the control tables and preparation of valuation systems. A large training and capacity-building programme is associated with this phase for the transfer of skills and know-how. In the roll-out phase, various national sites are equipped with the logistical, technical and human skills to autonomously implement and manage the ASYCUDA project.

PROGRAMME FACTS AND FIGURES

ASYCUDA Programme start date: 1981

Number of countries and territories benefited: 110

Ongoing activities: some 5 projects being negotiated and 45 active projects at any time

Number of countries using latest ASYCUDA version (2013–2014): 27

Number of new ASYCUDA projects or addenda signed (2013–2014): 30

Programme website:
unctad.org/ASYCUDA



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RESULTS AND IMPACT AT A GLANCE

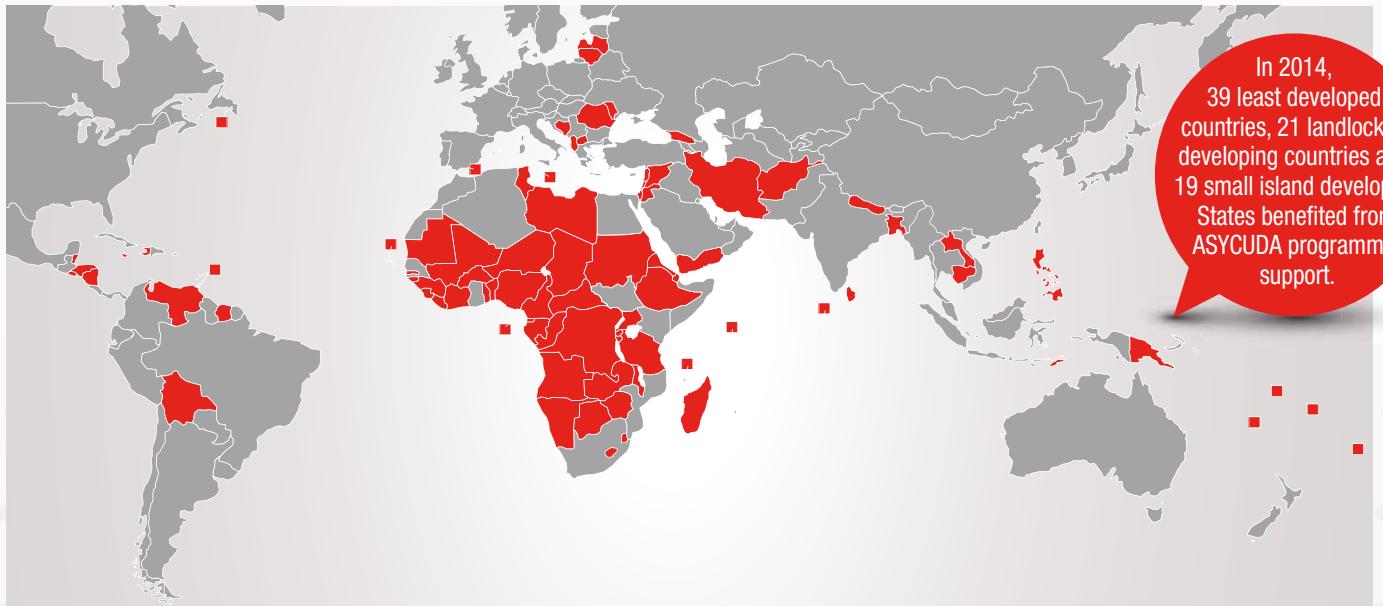
In Afghanistan, during the last 8 years, customs revenues have increased from around \$50 million in 2003 to over \$950 million in 2011 – an increase of around 2,000 per cent. Also, the waiting time for trucks at the major border crossings has decreased. At Torkham, the border with Pakistan, over 90 per cent of trucks are now cleared in less than 1.5 hours, down from 18 hours in 2003.

DONORS/ FUNDING SOURCE

Current: Primarily beneficiary countries; 82.3 per cent financed by recipient Governments, 12.9 per cent from the European Union and 4.8 per cent by others (2013–2014)

Past: Japan, the Netherlands, Norway, the United Kingdom, European Commission, World Bank, Inter-American Development Bank

ASYCUDA technical assistance projects, 2014



THE UNCTAD STATISTICS PROGRAMME

MAKING THE NUMBERS ADD UP TO IMPROVED POLICY RECOMMENDATIONS

GLOBAL CONTEXT

Reliable statistical information – statistics and indicators used in analysis of international trade, investment and development – is indispensable for formulating sound economic policies and recommendations. Policy decisions, once taken, may commit countries for many years as they strive to integrate into the world economy and improve the living standards of their citizens. Having access to high-quality research and evidence-based policy analysis thus enables countries to make informed decisions and design better policies. This, in turn, is essential to fostering social, environmental and economic development.

Good quality, robust statistics are inherent to the work of UNCTAD. As the United Nations focal point for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development, UNCTAD compiles, validates and processes a range of data collected from national and international sources. Most time series data cover extended periods of time, with some dating back to 1948, for almost all economies in the world. The breadth of information makes possible analysis of emerging and timely issues in the context of long-lasting trends and a wide geographical scope. When data are missing or there is a break in a series, UNCTAD applies its expertise and methodology to make estimates. Thus, UNCTAD statistics are grounded in continuity, accuracy and timeliness. Statistical work also conforms to the United Nations principles governing international statistical activities – formulated with significant contributions from UNCTAD.

HOW CAN STATISTICS BECOME THE BASIS FOR POLICY DECISIONS?

Broadly, UNCTAD produces more than 150 indicators and statistical time series essential for the analysis of international trade, economic trends, foreign direct investment (FDI), external financial resources, population and labour force, commodities, information economy and maritime transport. In many cases, UNCTAD statistics are compiled jointly or in close cooperation with other statistical agencies. For example, quarterly and annual trade in services statistics are jointly compiled with the World Trade Organization. This is not only an efficient use of resources but also ensures comparable and consistent results.

On a practical level, being able to use data is key to conducting the research and analysis that are the foundation for policymaking. The UNCTADstat database houses data for every country in the world. Such information can be used to automatically generate “country profiles”. The profiles are individual summaries of selected descriptive statistics that can be of interest to a range of users – from economists and modellers, who typically want all the data they can get, to journalists who need a few pertinent facts. UNCTADstat can also generate detailed tables for specialists. The country profiles are tailored to showcase data unique to UNCTAD:

PROGRAMME FACTS AND FIGURES

Programme scope:
over 150 indicators and time series data

Programme start date: 1967

Number of FDI activities per year: 4 (since 2004)

Programme website:
unctad.org/statistics

UNCTADstat database website:
unctadstat.unctad.org

trade, investment, information and communications technology and maritime transport. Other basic economic data are also included – such as gross domestic product and exchange rates – to provide context. Currently, country profiles include data for 2005, 2010 and 2013. The profiles reflect any updates or revisions to the data and reference years are redefined accordingly, as soon as all variables have been brought up to date.

Reliable FDI data is crucial for the national statistical analysis of investment and for better shaping and evaluating national policies. To make this a reality on the ground, UNCTAD proposes workshops that aim at enhancing the capacity of developing country government agencies to compile, disseminate and report FDI and transnational corporation data.

UNCTAD also assists national statistical agencies in developing countries and transition economies in their data collection and dissemination efforts. In cooperation with United Nations agencies, development banks and other international organizations, such as Eurostat, capacity-building initiatives are carried out in the areas of international trade, FDI, debt, commodities, information and communications technology and creative economy.

RESULTS AND IMPACT AT A GLANCE

- The UNCTADstat database went live in 2010. It is updated and enhanced continuously to provide users with the latest available data. In 2014, the revamped UNCTADstat website recorded close to 400,000 visits from over 200 countries.
- Country profiles, launched in 2015, are specially designed to display on most current web browsers. They draw on UNCTADstat and can be accessed from anywhere in the world using only basic computers. This enables users from developing countries, even with limited bandwidth, to have access to the range of data. Moreover, each country profile can be easily downloaded in PDF format.
- In the context of the 2030 Agenda for Sustainable Development, the programme contributed to the formulation of indicators for the Sustainable Development Goals, providing technical advice and data on several proposed indicators.
- UNCTAD produces a number of publications to further facilitate access to data. The *UNCTAD Handbook of Statistics* is produced annually – capturing data at one point in time, as are the relatively new *Key Statistics and Trends in International Trade* and *Key Statistics and Trends in Trade Policy*. In addition, UNCTAD produces the online *Development and Globalization: Facts and Figures*, which offers practical

tools for a better understanding of development trends and their evolution over time.

- The scarcity, unreliability and inconsistency of FDI data pose a serious challenge for policymakers, academics and practitioners. To fill that gap, UNCTAD launched the *Bilateral FDI Statistics 2014*, which presents FDI data systematically. The tool covers inward and outward FDI flows and stocks by region and economy.
- The programme is currently developing a “World Economy Database” – this will be a macro-modellers database designed to support the UNCTAD Global Economic Model, used to simulate/test scenarios for the Group of 20 specifically, but also generally for global computable general equilibrium modelling.

Results in-depth

Applying the numbers – UNCTAD flagships

The annual UNCTAD flagship publications – the *Trade and Development Report*, *The Least Developed Countries Report*, *Economic Development in Africa Report*, *World Investment Report* and *Review of Maritime Transport* – provide rigorous research and policy recommendations on globalization, interdependence and development. The reports draw on the UNCTAD Statistics Programme’s data for their analysis of issues ranging from current economic trends and major policy issues of international concern, to trends in FDI and emerging measures to improve FDI’s contribution to development, and socioeconomic analysis and data on the world’s most impoverished countries. The data and analysis serve as the basis for the policy recommendations presented by UNCTAD in the reports for addressing such issues at the national, regional and multilateral levels.

DONORS/ FUNDING SOURCE

Current: Regular resources, West African Economic and Monetary Union (trade in services statistics database), Multi-donor/Cross-cluster Trust Fund on Capacity-building in Investment for Development (FDI)

CORPORATE SOCIAL RESPONSIBILITY – THE SUSTAINABLE STOCK EXCHANGES INITIATIVE

PROMOTING GOOD ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE



GLOBAL CONTEXT

In an increasingly globalized economy, capital markets are playing an important part in driving globalization. Capital markets – where prices for different financial instruments (e.g. foreign currencies, corporate securities, government bonds, bank loans) can be negotiated and traded – enable issuing of shares and bonds to raise medium- or long-term financing. Given the dynamic and cross-border nature of capital markets, stock exchanges can be particularly instrumental for fostering sustainable business behaviour worldwide. They are at the intersection of investors, companies and capital market regulators. That means that they are perfectly placed to promote better reporting.

The United Nations Sustainable Stock Exchanges Initiative, launched in 2009, explores how stock exchanges can work with policymakers, investors, regulators and companies to enhance corporate transparency. Ultimately, the goal is to enhance disclosure and performance on environmental, social and corporate governance issues and thus promote corporate social responsibility among companies.

Co-organized by UNCTAD, the United Nations Global Compact, Principles for Responsible Investment and Finance Initiative of the United Nations Environment Programme, the Sustainable Stock Exchanges Initiative works with leading stock exchanges around the world to encourage long-term thinking and integrate sustainable development into investment and financial products.

HOW DOES THE INITIATIVE CONTRIBUTE TO SUSTAINABLE DEVELOPMENT?

The Sustainable Stock Exchanges Initiative draws on the expertise of its co-organizers and their access to policymakers and regulators to influence the financial system through partner stock exchanges in global capital markets. The initiative is a peer-to-peer learning platform that has been convening leading exchanges and market participants to create consensus, share best practices and provide guidance and training. In the context of the 2030 Agenda for Sustainable Development, its activities are contributing to improved awareness of and performance on environmental, social and governance issues of listed companies and more stable and sustainable capital markets, thereby reducing financial shocks and crises.



PROGRAMME FACTS AND FIGURES

Scope of the Sustainable Stock Exchange Initiative: Any stock exchange whose country of incorporation is a United Nations Member State

Programme start date: 2009

Initiative members as of September 2015: 25 “Partner Exchanges” across America, Europe, Africa, the Middle East and Asia

Programme website:
unctad.org/csr

The initiative's key activities are:

- Regularly conducted dialogues between policymakers, securities regulators, stock exchanges, institutional investors and listed companies to build consensus on practical actions and promote responsible investment for sustainable development. The flagship event is the biennial Global Dialogue, with Regional Dialogues also held on an ad hoc basis. The Global Dialogues – designed to analyse and stimulate communication on sustainability-related activities of stock exchanges and demonstrate their progress – highlight the challenges and opportunities ahead such as the Sustainable Development Goals and the climate agenda.
- Monitoring of trends and progress, through research conducted on current stock exchange and regulatory initiatives. Research results are made public via the Report on Progress (biennial), database of sustainability policies, fact sheets covering all stock exchanges in the World Federation of Exchanges to inform stakeholders on the work being undertaken to advance sustainability and other materials.
- Capacity-building activities, which provide guidance documents and training through technical workshops and thus promote best practice adoption among the world's stock exchanges. The initiative assists stock exchanges in developing sustainability products, such as thematic indices, exchange-directed reporting guidance and other practical materials.

RESULTS AND IMPACT AT A GLANCE

Working together, UNCTAD, the United Nations Global Compact, Principles for Responsible Investment and Finance Initiative of the United Nations Environment Programme have achieved the following:

- 25 Partner Exchanges have joined the Sustainable Stock Exchanges Initiative to promote sustainable development in their markets. Together, these exchanges list more than 21,000 companies with a market capitalization of over \$41 trillion.
- 4 Global Dialogues, and 3 Regional Dialogues, have been held as of September 2015.
- Toolkits, developed for voluntary use, aimed at helping stock exchanges to better interact with their investors and issuers. For example:

- *Model Guidance on Reporting ESG Information to Investors* (2015): A guidance tool helping stock exchanges to address the increasing investor demand for more information on environmental, social and corporate governance (ESG) from issuers. The tool guides an exchange in creating voluntary guidance on environmental, social and corporate governance reporting for its issuers. To date, 7 exchanges have made a commitment to have such guidance by the end of 2016, including the London Stock Exchange.
- *Best Practice Guidance for Policymakers and Stock Exchanges on Sustainability Reporting Initiatives* (2014). Current best practices from around the world are examined in the publication, with practical options for policymakers and stock exchanges based on real world experience as such reporting can have a role in driving investment to sustainable business practices.
- A “communication to stakeholders” campaign, which provides a guidance template and a web platform, encouraging stock exchanges to begin publicly reporting on their sustainability promotion activities. More than two-thirds of the initiative's Partner Exchanges responded to the campaign in its first 6 months by introducing a public report, facilitating sharing of experiences between exchanges.
- The World Federation of Exchanges, which set up a sustainability working group in 2014, credited in 2015 the Model Guidance of the Sustainable Stock Exchanges Initiative as a critical influence in the proposals to its member exchanges.
- Establishment of a database on reporting regulations and fact sheets on over 60 stock exchanges worldwide, made publically available online in 2014.

DONORS/ FUNDING SOURCE

Current and past:

Regular resources, in-kind support from stock exchanges, small cash contributions from institutional investors

CORPORATE ACCOUNTING AND REPORTING

AIMING AT TRANSPARENCY

GLOBAL CONTEXT

The increasing pace of globalization has created a strong interdependence and connectivity among worldwide financial markets. Compliance with a series of international standards, codes and regulations applicable to corporate reporting has become an essential requirement for countries to continue attracting financial resources. Consequently, a sound accounting infrastructure that enables high-quality corporate reporting has become critical for facilitating economic development. Such an accounting infrastructure strengthens investors' and other stakeholders' confidence and enhances comparability, transparency, credibility and financial stability. A strong reporting system facilitates international flows of financial resources and regional economic integration, while helping to reduce corruption and mismanagement of resources. In addition, the non-financial information component of corporate reporting makes companies and organizations accountable for the social and environmental impacts that their activities produce.

The challenge for many countries, though, continues to be the adoption and effective implementation of international standards. Developing countries, least developed countries and countries with economies in transition struggle to comply with such requirements. UNCTAD, through its Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting, developed an Accounting Development Tool with a view to responding to those challenges. The Tool has two main components: an accounting development framework, for high-quality corporate reporting, and a related assessment questionnaire, consisting of detailed questions on essential elements of an effective accounting infrastructure.

HOW DOES THE ACCOUNTING DEVELOPMENT TOOL WORK?

The Accounting Development Tool enables beneficiary countries to voluntarily assess their accounting infrastructure, including national institutions, regulations, human resources and processes, against international requirements for high-quality corporate reporting. The Tool also promotes an open and constructive dialogue among all stakeholders involved in the reporting supply chain which is required for conducting successful accounting reforms. It is designed to provide guidance to stakeholders and policymakers on the current level of development of a country's accounting infrastructure in order to identify gaps, determine priority areas for further development, and design and implement sustainable strategies and action plans towards convergence with international standards and practices.

The Accounting Development Tool provides a quantitative benchmark of a country's position at a particular point in time and its progress towards increased implementation of international standards and practices. Dynamic graphical quantitative information can be generated on strengths and weaknesses at different levels of detail. The Tool also features an Internet-based platform, currently available in English, French, Spanish and Russian, through which assessments can be conducted.

PROGRAMME FACTS AND FIGURES

Programme scope: all regions

Programme start date: 2012

Number of countries
assisted to date: 11

Number of ongoing or upcoming
assessments: 2

Programme website:
unctad.org/isar

Accounting Development Tool website:
unctad.org/isar-adt

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RESULTS AND IMPACT AT A GLANCE

- The impact of assessments conducted through the Accounting Development Tool is evidenced in the commitment of countries to the process and endorsement of the resulting recommendations, the implementation of those recommendations through action plans and the number of countries – 5 – requesting an assessment of their national accounting infrastructure.
- Governments have found the recommendations coming out of applying the Accounting Development Tool to be useful and have implemented them. Such impact was noted at the thirty-first session of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting of UNCTAD, in October 2014, when various country representatives underscored the Tool's value:
 - The Director General of SPF Économie Belgium highlighted that the benefit of the Tool in his country included a clear picture of the status of corporate reporting in relation to key international requirements, opening dialogue among key stakeholders dealing with corporate reporting matters and the usefulness of the Tool's findings in implementing legislative reforms.
 - The Secretary-General of the Permanent Council of Accounting of the Democratic Republic of the Congo indicated that his country would learn from the recent experience of Côte d'Ivoire, and expressed interest in providing resources to apply the Tool in 2015.

- In Ecuador, the Undersecretary of Governmental Accounting underlined that one of the important outcomes of the Accounting Development Tool exercise was the ongoing interaction it had generated among key regulators in the country.
- The President of the Academy of Management, under the Ministry of Finance of Ukraine, highlighted that the country was in the process of harmonizing applicable regulations with European Union requirements and further indicated that the Tool had been useful in facilitating the country's reform process. The Tool's summary reports prepared by Ukraine also showed active to strong involvement of stakeholders, from the public and private sectors, in assessment exercises. This had led to a consensus-based assessment of the national accounting infrastructure and identification of key areas for an action plan.

DONORS/ FUNDING SOURCE

Current: Association of Chartered Certified Accountants (United Kingdom)

Past: Association of Chartered Certified Accountants (United Kingdom), the Netherlands Institute of Chartered Accountants, Deloitte, KPMG, Ernst and Young, Pricewaterhouse Coopers and FBK, Ministry of Finance of Côte d'Ivoire, Ministry of Finance of Ecuador

Countries assessed with the Accounting Development Tool, 2012–2014



TRADE, GENDER AND DEVELOPMENT PROGRAMME

GENDER MAINSTREAMING: A PATH TO INCLUSIVE DEVELOPMENT



GLOBAL CONTEXT

Economic growth, as well as inclusive sustainable development, requires women's empowerment. Some 70 per cent of the people living in extreme poverty are women. Globalization through increased trade and investment has been associated with rising employment and entrepreneurial opportunities for women. In some cases, though, it has exacerbated existing gender inequalities and worsened women's economic and social status. One key reason for this is that trade policies, as well as economic policies more generally, have long been gender-blind – they do not factor in the effects of different policies on women as a distinct and often disadvantaged group in the economy.

Mainstreaming gender into trade policy involves assessing the impacts of trade policies on the well-being of women and men. Such an assessment will help in (a) better understanding the specific challenges and opportunities that women face from markets; (b) designing and implementing complementary policies aimed at maximizing opportunities for women; and (c) facilitating women's access to more competitive markets.

UNCTAD has been conducting analytical work on gender and trade policy since the early 2000s. This extensive experience in accompanying and monitoring the gender dimension of trade led to the establishment in 2010 of a dedicated work programme on mainstreaming gender in trade policy. The programme conducts country studies and training activities, specifically designed to address the persistent lack of awareness, data, analysis, representation and action on women's empowerment in trade and trade policy.

WHAT ARE SOME STEPS TOWARDS MAINSTREAMING GENDER?

Programme activities are aimed at building the human and institutional capacities of key national stakeholders – policymakers and trade practitioners – to mainstream gender in trade policies. Activities encompass country studies and a teaching package. UNCTAD also actively advocated for women's economic empowerment to be fully included in the 2030 Agenda for Sustainable Development.

Country studies contain an analysis of the country's trade flows that identifies sectors that have been positively or negatively affected by trade and market opening, their repercussions on women and the existing scope for using trade policy – and complementary policies – as a tool for gender equality and women's empowerment. The studies also consider the

PROGRAMME FACTS AND FIGURES

Trade, Gender and Development
programme scope: all regions

Programme start date: 2010

Reviews per year: 2 (average)

Number of country studies
to date: 7

Programme website:
unctad.org/gender



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bilateral, regional and multilateral agreements to which a country is a party. Country studies are initiated at the request of Governments. The counterpart ministry or agency is involved throughout the process and takes ownership of the policy recommendations.

The teaching package on trade and gender is targeted at strengthening understanding on the links between trade and gender and the capacities to formulate gender-sensitive trade policies. It consists of a training manual and an online course. The package targets academics policymakers and representatives of civil society involved in research, teaching, policy formulation and implementation or in field work on trade and gender. The course contains three modules and spans 8 weeks.

RESULTS AND IMPACT AT A GLANCE

- The UNCTAD programme on trade, gender and development has been under way for some five years. There are thus now indications of enhanced capacity at the national level to include gender considerations in the formulation of trade policy in Bhutan, Cabo Verde, Rwanda and Uruguay. For example, in Rwanda, the Permanent Secretary of the Ministry of Gender and Family Promotion stated: “The recommendations of the study will inform national policies and strategies to better empower Rwandan women.”
- Sixty-six participants from 40 countries successfully completed the first edition of UNCTAD’s online course on trade and gender, held from 19 January to 8 March 2015. All participants indicated that the course had met or exceeded their expectations and enhanced their knowledge of the links between trade and gender. One participant from the Democratic Republic of the Congo noted in particular that trade and gender had subsequently been incorporated into overall work programmes.

DONORS/ FUNDING SOURCE

Current: United Nations
Development Account,
Finland, Norway

Past: United Nations
Development Account

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INTERNATIONAL INVESTMENT AGREEMENTS

BENEFITING FROM INVESTMENT AGREEMENTS FOR DEVELOPMENT

GLOBAL CONTEXT

Countries' efforts to attract and benefit from foreign direct investment continue to proliferate at the bilateral, subregional, regional and interregional levels. The result has been a network of investment rules embodied in numerous bilateral investment treaties, free trade agreements with investment components, double taxation treaties, regional trade agreements and multilateral agreements. That network of investment rules is multilayered and multifaceted – partly overlapping and partly complementary – and has an international policy dimension. All parties to negotiations on international investment agreements should therefore be thoroughly familiar with key issues and concepts surrounding such agreements, including their development dimension and implementation.

UNCTAD helps developing countries to participate in the debate on international investment agreements, with a focus on their development dimension and effects. In addition to supporting the participation of Governments, and of relevant stakeholders, in the area of international investment policy, UNCTAD assists countries in mainstreaming sustainability into international investment agreements using the Investment Policy Framework for Sustainable Development. The Investment Policy Framework for Sustainable Development consists of a set of core principles for investment policymaking, guidelines for national investment policies and guidance for policymakers on the design and use of international investment agreements. The Investment Policy Framework anchors all UNCTAD training and capacity-building activities on such agreements.

WHAT SERVICES HELP TO MAKE INTERNATIONAL INVESTMENT AGREEMENTS WORK FOR COUNTRIES?

UNCTAD activities pursue the common objective of assisting countries in better responding to the growing complexity of the international investment agreement regime and strengthening the sustainable development dimension of those agreements.

Demand drives the services that UNCTAD tailors to the specificities of each country and/or region. Support through the international investment agreement programme covers several aspects:

- (a) Advisory services provide legal commentary, training and advice on international investment agreements and on managing investor–State dispute settlements, as well as other issues related to implementation.
- (b) Capacity-building workshops include intensive training courses and preparatory distance-learning courses on international investment agreements, drawing on UNCTAD's advisory and analytical work. Training activities are organized at the national, regional and interregional levels, often in cooperation with partner organizations.

PROGRAMME FACTS AND FIGURES

International Investment Agreements programme scope: all regions

Programme start date: 1997

Number of activities to date: 74 advisory services (28 for Africa, 15 for Asia, 27 for Latin America, 4 for transition economies) and 32 regional training courses (1998–2015)

Activities per year: 4 regional workshops organized, provision of 6 expert advice services, co-organization of 10 national, regional, international capacity-building events (average)

Programme website:
unctad.org/ia

- (c) Research-based policy advice provided through policy tools such as the *Issues Notes* on international investment agreements as well as reports to requesting countries and regional organizations.
- (d) Information on bilateral investment treaties, other international agreements with investment components and investor–State dispute settlement cases provided through databases. The web-based International Investment Agreements Navigator, for example, contains the texts of more than 2,250 bilateral investment treaties and 330 other international investment agreements dating from 1959 to the present. The database covers 82 per cent of all bilateral investment treaties and 97 per cent of all other international investment agreements currently in force – a “one-stop shop” for delivering information on the latest trends to users and investment stakeholders.
- (e) An international e-network and online discussion forum on international investment agreements is maintained and backstopped as a service for negotiators and practitioners.

“Thanks for [providing] support. The [Asia–Pacific Economic Cooperation International Investment Agreement Negotiators] Handbook project became a reality.”

Director General, Negotiation Services and Investment,
Ministry of Economy, Mexico, 2014

“UNCTAD’s help and expertise has been very helpful to us in reformulating our model text to date.”

Joint Secretary (Currency and Investment),
Department of Economic Affairs,
Ministry of Finance, India, 2014

RESULTS AND IMPACT AT A GLANCE

- Of 13 international investment agreements signed in 2014 for which text was available, all reflect the consolidation of a trend to increase the number of sustainable development-oriented provisions as outlined in the Investment Policy Framework for Sustainable Development (i.e. references to sustainable development and right to regulate in the preamble and preservation of regulatory space in the treaty text). These developments point towards the Investment Policy Framework’s effectiveness and impact. In addition, several emerging and large developing countries such as Brazil, India, Indonesia and South Africa, as well as transition economies, have begun revising their international investment policies to better align them with sustainable development objectives, frequently referring to UNCTAD work in this area.
- Feedback from participants in capacity-building workshops are generally very positive, with an average of 90 per cent stating that the courses had contributed substantially to improving their understanding of the key issues at stake. An average of over 80 per cent of respondents also indicated that they had reported on issues related to the Investment Policy Framework for Sustainable Development to colleagues in their department, while 44 per cent noted that the Investment Policy Framework had prompted their country to reconsider its investment policy strategy.

DONORS/ FUNDING SOURCE

Current: Multi-donor/Cross-cluster
Trust Fund on Capacity-building in
Investment for Development

Past: Canada, China, France, Germany,
the Netherlands, Norway, Portugal,
Spain, Sweden, Switzerland,
the United Kingdom,
European Commission

EMPRETEC AND BUSINESS LINKAGES

HELPING SMALL ENTERPRISES TO GROW SUSTAINABLY



GLOBAL CONTEXT

Small to medium-sized enterprises (SMEs) are key engines of economic growth. They are dynamic, adaptable and flexible and have an innovative capacity that makes them a cornerstone of ongoing economic reforms in developed and developing countries alike. SMEs make significant economic contributions through outputs, employment, new job creation and innovation. In most countries, they account for over half of the total share of gross domestic product. Their share in the number of registered companies is typically much higher, reaching 90–95 per cent in nearly all countries. The importance of SMEs for large companies, both as subcontractors and sellers of their products, has been constantly increasing. For SMEs to benefit more from globalization, though, they need assistance to realize trade and investment opportunities and to become internationally competitive.

Empretec – the UNCTAD Entrepreneurial Development Programme – is a capacity-building programme that promotes the creation of a one-stop-centre for enterprise creation and development, particularly for SMEs in developing countries and countries with economies in transition. Since 1988, the Empretec programme has helped to foster entrepreneurship capabilities and the growth of internationally competitive SMEs in developing countries and countries with economies in transition. Empretec centres, located in 36 countries, receive support from UNCTAD in Geneva (Switzerland). The programme is focused on promoting public–private partnerships and aims at developing sustainable mechanisms to release entrepreneurial potential and provide business development services for local SMEs. The UNCTAD Business Linkage Programme, as a multi-stakeholder initiative that grew out of Empretec, goes a step further for SMEs by transforming linkages between SMEs and transnational corporations into sustainable business relationships.

HOW DOES IT WORK?

The UNCTAD Empretec programme operates through a network of centres in 36 countries. Certified local trainers ensure that training is delivered on the ground in Arabic, English, French, Portuguese, Romanian, Spanish and Swahili. The programme encompasses four elements:

- Entrepreneurship reviews and advisory reports;
- Intergovernmental peer review;
- Installation of Empretec centres and follow-up technical assistance;
- Follow-up services to entrepreneurs.

Entrepreneurs benefit from follow-up services provided by established Empretec centres that involve assistance with business health checks, business plan formulation, public–private sector partnerships and business linkages with transnational corporations through the UNCTAD Business Linkage Programme.

By means of the Business Linkage Programme, UNCTAD plays not only the role of intermediary, it also improves the productivity

PROGRAMME FACTS AND FIGURES

Programme scope: all regions

Programme start date: 1988

Number of countries assisted
to date: 36

Number of entrepreneurs
trained: 342,000

Number of Empretec trainers:
600 (1988–2014)

Programme website:
unctad.org/empretec



and efficiency of local suppliers through training, mentoring, information exchange, quality improvements, innovation and technology transfer. In addition, UNCTAD assists Governments and other stakeholders in building an enabling policy environment and supports networks of business development and other service providers.

RESULTS AND IMPACT AT A GLANCE

- Business performance indicators measured on some beneficiaries in Jordan and South Africa, one year after an Empretec workshop, showed improvements in several areas. For instance, sales increased respectively by 78 per cent and 36 per cent; employment grew by 53 per cent and 50 per cent; and profitability, by 82 per cent and 40 per cent.
- A training assessment conducted in 2014 by the Brazilian Empretec centre, Sebrae, of 3,000 participants who attended the workshop the previous year showed positive ratings for the Empretec training in satisfaction and usefulness (the average score was 9 out of 10 points). The assessment also found that:
 - 96 per cent of participants had applied what they learned during the workshop in their professional life;
 - Attending the workshop influenced the decision to start a business in almost two-thirds of those who were not entrepreneurs when they started the training;
 - 72 per cent of participants stated that the workshop helped them with planning and goal setting;
 - 60 per cent of those who had a business before the workshop reported an increase in their monthly turnovers after attending the training and working on the competencies learned.

Results in-depth

Moving to another level of development:

Linking up businesses

UNCTAD assists host countries that request development of national programmes on transnational corporation and SME linkages.

Uganda. The country's business linkage programme, run in cooperation with the Uganda Investment Authority and the Ugandan Empretec centre (Enterprise Uganda), involved 6 large domestic and foreign companies and 26 local SMEs. The objective was to streamline their supply chains. From 2006 to 2008, the sales values of SME-transnational corporations increased on average by 15 per cent; for SMEs, average net margins more than doubled. SMEs recorded an impressive 100 per cent growth in employment.

Mozambique. The national business linkage programme, in cooperation with the National Centro de Promoção de Investimentos and Enterprise Mozambique Foundation as its main local counterparts, benefited 43 farmers who were supplying barley to Cervejas de Moçambique Breweries, a subsidiary of SAB Miller of South Africa. As a result of the programme, farmers diversified their sources of income and learned how to run their farms as a business: their annual income increased from an average of US\$300 to US\$700.

"[The bank] recommended me for training with the Empretec centre in Uganda, called Enterprise Uganda. I was trained in business and financial management. That changed the face of my business. It put me in order. I wish I had got this training before I started my business. The training in entrepreneurship helped me... define my ideas of what a practical and inspiring education would be, incorporating hands-on experiences that would be useful to life out of school. ... Empretec helped me to build my skills, gain knowledge of my rights as a businessperson and to make my business unique."

Founder, Lira Integrated School in northern Uganda, and beneficiary of the UNCTAD Empretec programme, at the first TEDxPlaceDesNations event (Geneva, Switzerland, 2014), on overcoming numerous challenges to establish her school in an underserved rural community and provide quality education to young people, in particular girls, in an economically disadvantaged region

DONORS/ FUNDING SOURCE

Current: Multi-donor/Cross-cluster Trust Fund on Capacity-building in Investment for Development

Past: Finland, Italy, Portugal, Spain, Sweden, Switzerland

THE VIRTUAL INSTITUTE

SHAPING POLICYMAKING DECISIONS IN AN ACADEMIC SETTING



GLOBAL CONTEXT

In today's increasingly complex world, countries at all stages of development need effective policymakers and negotiators with solid knowledge of international economic issues. They also need up-to-date analysis about how the changes in the world economy will impact their countries and which policies could best respond to both the opportunities and the challenges of globalization.

Academic institutions, such as universities and research centres, are a vital source of information and training in developing countries. They educate future policymakers and business leaders, and offer empirical research required for informed policymaking and negotiation.

The UNCTAD Virtual Institute works with universities and research centres in developing and transition countries. The aim is to help them to strengthen their teaching and research capacity in the areas of trade, investment and development, and increase the policy orientation and relevance of their work.

HOW DOES THE VIRTUAL INSTITUTE REACH POLICYMAKERS?

The Virtual Institute works with member institutions of its academic network on a long-term basis by providing services in three areas:

- (a) Support to degree programmes. The Virtual Institute provides advice on the design of university courses and programmes and develops teaching materials on trade and development issues, which universities then adapt to the contexts of their countries.
- (b) Professional development for research and teaching. The Institute offers training and learning opportunities for groups of academics (through regional and national workshops and online courses) and individuals (through fellowships and mentoring of research and training projects).
- (c) Cooperation within the Virtual Institute's academic network. The Institute also draws on the potential of South–South and North–South cooperation in its academic network and supports exchanges of experiences and joint projects.

PROGRAMME FACTS AND FIGURES

Programme scope: all regions

Programme start date: 2004

Number of Virtual Institute members:
119 academic institutions,
in 59 countries

Programme website:
vi.unctad.org



RESULTS AND IMPACT AT A GLANCE

In the 11 years since it was created, the Virtual Institute has helped embed trade and development topics into university programmes and create pools of researchers available to provide inputs to national policymakers in UNCTAD member countries. Key results include:

- The Virtual Institute's original five teaching materials nearly tripled and generated 35 adaptations to the contexts of 19 countries, as well as translations into nine languages.
- The libraries of member institutions have been kept well stocked – some 29,500 UNCTAD publications have been distributed.
- A total of 1,868 academics from 96 countries gained new skills and knowledge through 63 Virtual Institute workshops and online courses, which also generated 16 mentored research projects by researchers in 15 countries.
- The Institute provided training for over 1,600 students through its 59 study tours and visits.
- The network also nurtured 65 budding researchers from 20 countries through Virtual Institute fellowships at UNCTAD.

Brief highlights. During the second quarter of 2015, the Virtual Institute's national workshops on professional development trained 105 researchers in Bangladesh, the Gambia and the United Republic of Tanzania. In Bangladesh, 23 researchers were trained on analysis of the impact of trade and trade-related policies on household welfare. The workshop for the Gambia – hosted by the University of the Gambia – introduced 58 participants from academia and the public sector to ways in which domestic resources mobilization could help foster economic development in African countries. In the United Republic of Tanzania, the workshop guided 24 researchers through an economic analysis of non-tariff measures.

DONORS/ FUNDING SOURCE

Current: Finland

Past: Canada, Germany, Japan,
Norway, Spain, United Nations
Development Account

Results in-depth

Analysing trade and gender – a recent Virtual Institute workshop

The Virtual Institute's regional workshop on trade and gender analysis, using the latest Virtual Institute teaching materials, trained 25 researchers from 16 countries in sub-Saharan Africa in June 2015. The event was hosted by South African affiliate member, the North-West University, and funded by the Government of Finland.

Participants were trained on state-of-the-art research methodologies on trade and gender and learned about the sources, data and indicators used in empirical analysis in this area. Beyond theoretical explanations, participants engaged in hands-on practice using Stata statistical software.

All participants left the workshop determined to use the newly acquired knowledge and skills in their work, from enriching academic courses on international trade, development economics, agricultural policy and econometrics, to offering training on data management and Stata, and providing better support to students. Potential research applications included a paper on climate-related changes in economic activities for men and women and advising or providing research inputs to policymakers.

COURSE ON KEY ISSUES ON THE INTERNATIONAL ECONOMIC AGENDA – PARAGRAPH 166

ENHANCING POLICYMAKING AND NEGOTIATION CAPACITIES

GLOBAL CONTEXT

Trade and development policies can be an important instrument for growth and development. Taking advantage of that potential requires developing countries to integrate such policies into their national development plans and poverty reduction strategies. National goals such as poverty eradication, growth, economic transformation and production, diversification, export value added, employment expansion, gender equity and sustainable development also need to be coherent and consistent with trade and other economic policies at the national, bilateral, regional and multilateral levels. This is important for maximizing the contribution of national policies to development.

Such coherence and consistency in trade and development policies to meet global economic and trade challenges depend on the capacity and understanding that developing countries, including least developed countries and countries with economies in transition, have of key economic issues. An understanding of how various sectoral policies interrelate with national development strategies is also necessary. Integrating developing countries into the globalized world economy can be achieved only if these countries build resources, knowledge and skills that allow them to take ownership of their own development and achieve their development objectives.

The UNCTAD Course on Key Issues on the International Economic Agenda is designed to help build the necessary capacity. The course addresses the analytical and policy challenges that policymakers, Geneva-based delegates and other stakeholders from developing and transition economies face in promoting inclusive and sustainable growth and development. Managing those challenges helps their countries to integrate into the rapidly globalizing economy in ways that are beneficial for all countries. The course focuses on the linkages between trade, finance, investment, technology, logistics and macroeconomic policies in the context of major economic trends and debates in multilateral forums.

HOW DOES THE COURSE IMPROVE EXPERTISE IN TRADE AND DEVELOPMENT?

The UNCTAD Course on Key Issues on the International Economic Agenda – known as the “paragraph 166 course” in reference to that paragraph in the Bangkok Plan of Action – primarily targets policymakers and academics both in government ministries and agencies and in permanent missions to the United Nations in Geneva (Switzerland).

The course is delivered in two forms: (a) three-week regional courses for economic policymakers and academics working in Government; and (b) short (half-day) courses for Geneva-based delegates. It emphasizes the various approaches taken

PROGRAMME FACTS AND FIGURES

Programme scope: 5 regions

Programme start date: 2001

Number of courses conducted:
34 regional courses; 50 short courses
(2007–2015)

Number of courses per year:
2 regional courses and 5 short courses
(average)

Programme website:
p166.unctad.org/

by countries to maximize development gains. At the end of the course, participants are better able to understand the links between their specific work and the overall economic development objectives of their countries. This enables them to better contribute to the formulation of national trade-related policies and international negotiating positions that are consistent with the development interests of their countries.

There are five modules in the curriculum: industrial policies; foreign direct investment; science, technology and innovation; trade logistics and infrastructure; and trade policies and multilateral and regional trade agreements. The curriculum of each course is complemented by the expertise of the various United Nations regional commissions and experts from countries with multi-year commitments to host the programme.

UNCTAD has venues in 5 partner countries in Colombia, Mauritius, Oman, Serbia and Singapore that host the course in different regions.

RESULTS AND IMPACT AT A GLANCE

- 86 per cent of the government officials trained during 2012–2014 considered that the courses significantly contributed to their understanding of key issues on the international economic agenda.
- Policymakers report how the course enables them to apply their newly acquired knowledge to their work on trade negotiations and policy development. For example:
 - One policymaker from the United Republic of Tanzania who attended a regional trade negotiation session after a paragraph 166 course stated that the course helped her to understand the relationship between achieving market access and developing the industrial and infrastructure pillars. She had used that knowledge to incorporate a development perspective into trade negotiations.
 - Another policymaker from Trinidad and Tobago reported that she had been asked to prepare an effective national science and technology policy. The knowledge gained at the regional course she attended proved invaluable in enabling her to lead a team of analysts. The draft national policy she prepared was approved before the national Board of Governors and taken to the Cabinet for its approval by the Minister of Science and Technology.

“At first I expected to go through the usual trade policy issues of rules and negotiations for market access, but what I was exposed to throughout the course was overwhelming. Intense and packed as it was, I got to understand the important linkages of international trade, finance, investment, technology and innovation as they relate to economic development. These are the key pillars for any development strategy of a country. I got to appreciate the salient issues that should be considered in trade and investment that are relevant to the needs and interests of my country.”

Principal Economist, Ministry of Trade and Industry of Zimbabwe, participant at the thirty-first regional course, Mauritius, 2015

“The course is like a gift that keeps on giving – I was able to apply some of the knowledge at a recent treaty negotiation session. Many thanks to UNCTAD for this useful programme.”

Crown Counsel, International Legal Affairs, Attorney General's Ministry, Belize, participant at the twenty-sixth regional course, Medellin, Colombia, 2013

DONORS/ FUNDING SOURCE

Current: Host Governments, United Nations Development Account, United Nations Regular Programme of Technical Cooperation

Past: United Nations Regular Programme of Technical Cooperation

TRAIN FOR TRADE'S PORT TRAINING PROGRAMME

ATTRACTING INTERNATIONAL TRADE THROUGH BETTER PORT MANAGEMENT

GLOBAL CONTEXT

Some 80 per cent of international trade is channelled through ports. Thus, ports play a key role in connecting the many developing countries with port communities to international trade. An important challenge of that role is that the maritime transport sector is subject to constant regulatory changes. How the maritime transport sector is organized impacts significantly on trade volume and transport costs, affecting the competitiveness of countries and businesses. Port officials must therefore be able to keep up with the growing complexities of port management. Remaining competitive is vital to sustaining and creating jobs in developing countries with port communities.

The UNCTAD Train for Trade's port training programme supports port communities in developing countries and their quest for efficient and competitive port management. The port training programme brings together public, private and international entities. The aim is to share knowledge and expertise between port operators and to strengthen talent management and human resources development in port communities, ultimately increasing trade flows and fostering economic development.

HOW DOES THE PORT TRAINING PROGRAMME BENEFIT PORT COMMUNITIES?

Talent management and leadership development are fundamental to the port training programme. The programme operates through four language-based networks in Africa, Asia, Europe and Latin America and the Caribbean. The course content is adapted to local contexts and situations. The programme also hosts a high-end course on modern port management, a powerful scheme to encourage value added solutions in port communities.

The modern port management course consists of 240 hours of instruction over a two-year period. Participants must successfully complete eight modules and defend a final dissertation to obtain an UNCTAD certificate in modern port management. The final dissertations require that each participant identify a concrete port challenge, carry out an in-depth analysis and propose practical management solutions, drawing on knowledge of local specificities and constraints.

Partnerships with European ports enable port officials to share their knowledge and expertise with port officials in the South, including at annual regional meetings that bring together port officials from different countries. The South-South exchange of instructors is encouraged in order to increase instructors' exposure to different port set-ups, as well as to facilitate knowledge transfer. In addition, training in participating ports is delivered by local instructors from the port community, initially supported by experts from UNCTAD

PROGRAMME FACTS AND FIGURES

Train for Trade port training programme scope: 4 language-based networks

Programme start date: 1996

Number of active countries: 18

Number of staff trained since 1996: 2,469 mid-level officials trained as port managers and 939 senior managers trained as coaches, on port management, through 61 "training of trainer" workshops

European partner ports: Ghent (Belgium), Marseille and Nantes (France), Belfast (United Kingdom), Cork and Dublin (Ireland), Leixoes (Portugal), Gijon and Valencia (Spain)

Programme website:
tft.unctad.org

DONORS/ FUNDING SOURCE

Current: Multi-donors, self-financing countries from Africa, Asia and Latin America, Belgium, France, Ireland, Portugal, Spain, Irish Aid

Past: Belgium, France, Greece, Portugal

and European partner ports. Senior managers from participating ports are then trained to serve as local instructors, thus ensuring programme sustainability and greater local ownership.

RESULTS AND IMPACT AT A GLANCE

- The 2008–2010 pilot phase of the port training programme’s English-speaking network was positively evaluated by stakeholders and Irish Aid (the programme’s main donor). Irish Aid’s review team concluded that the partnership between Irish Aid, Dublin Port Company, UNCTAD and the participating ports is an example of best practice in development cooperation. Subsequently, Irish Aid signed a new agreement with the UNCTAD Train for Trade’s programme, reaffirming the Government of Ireland’s commitment to the programme.
- In Cameroon, an official trained under the programme’s French-speaking network in 2014 – who directs work for a firm that loads and unloads ships at the Port of Douala – recently developed a system for manual labour management based on better preparation, anticipation and deployment of employees. The system has sped up operations by 30 to 40 per cent and reduced costs by almost 20 per cent.
- In Senegal, a participant trained in 2014 used his final dissertation to identify long delays in problem-solving as a hindrance to predictable and streamlined communication

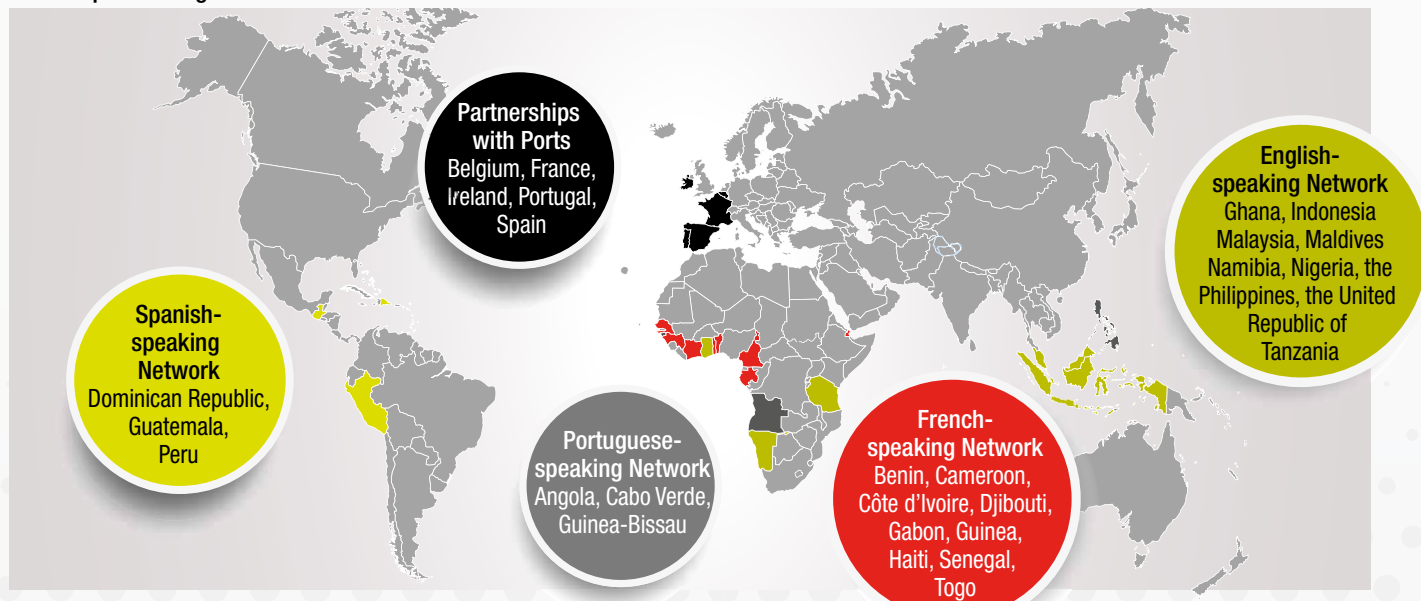
and performance along the Port Autonome de Dakar’s 15km-wide, web-based network. He assessed and tested open source solutions, recommending the best one to the port’s Chief Executive Officer. The solution is currently being implemented. Technicians can now quickly identify errors and restore the network in less than 30 minutes. This has positively impacted the port’s efficiency and improved its image of reliability.

Results in-depth

Promoting improved management in port communities

Indonesia. In Indonesia, the port training programme of UNCTAD Train for Trade has served as a management instrument to promote the best candidates and rotate the functions of senior staff. The approach exposes staff to a wider range of the port’s activities in the country and increases their level of responsibilities. This new vision of management and company culture has been thriving for the last five years, and produced excellent results for the country’s “Pelindo II” port. Looking back since 2009, Tanjung Priok, Indonesia’s leading port and most strategic export operations, which handles two-thirds of the country’s international trade, is also having excellent results. The port has a tidier appearance today and its cargo volume has grown significantly – the port’s container traffic reached 6.4 million 20-foot equivalent units/year in 2014, up from 3.6 million in 2009.

Modern port management



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