# ANNEX. OBJECTIVES, EXPECTED ACCOMPLISHMENTS AND INDICATORS OF ACHIEVEMENT FOR THE 2014–2015 BIENNIUM

Within the existing results-based framework, the UNCTAD secretariat conducts its work against a logical framework established in its Biennial Programme Plan. While the performance targets are established for a two-year period, assessments are conducted regularly, and formally reported at the end of the first year of the biennium to compare progress against what was planned in order to consider any required management action to support the achievement of the desired results. The following tables present the interim results at the close of 2014.

# **EXECUTIVE DIRECTION AND MANAGEMENT**

Objective: To enable UNCTAD to be of further service to its member States and to ensure full implementation of the legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Indicato	ors of achievement	Performance targets for 2014-2015	Actual performance as of 31/12/2014	Description of results
EA (a)	Programme of work is effectively	managed	1	
	Timely delivery of outputs and services	90 per cent	43 per cent	Implementation of programmed outputs is on track UNCTAD delivered 43 per cent of its planned outputs in 2014; another 17 per cent of outputs have beer reported as "in progress".
EA (b)	Enhanced policy coherence in the	management of	the economic and sc	ocial activities of the United Nations
	(i) Increase in the number of activities carried out in collaboration with other entities	54 activities	28 activities	UNCTAD collaborated with United Nations system organizations, non-governmental organizations and Governments on at least 28 activities in 2014, in the areas of research and policy analysis, consensus-building technical cooperation, and seminars and workshops.
	(ii) Increase in the number of meetings of the Doha Mandate Coordinating Committee and other meetings of all UNCTAD senior management.	12 meetings	6 meetings	UNCTAD senior managers met regularly during 2014 to oversee the activities of the organization, as well on cross-cutting deliverables such as on UNC-TAD's contribution to the post-2015 development agenda, the International Conference on Financing for Development, sessions of the Trade and Development Board and on joint research.
EA (c)	Improved dissemination and incre	ased visibility of t	he work of UNCTAD	
	(i) Increase in the number of citations in the media of the work of UNCTAD	14,500 media citations	8,500 media citations	Some 8,500 UNCTAD press clippings were collected for 2014.
	(ii) Increase in the number of visits to the UNCTAD website as compared to the previous biennium	2.1 million visits	1.3 million visits	1.3 million visits to unctad.org were recorded for 2014.
EA (d)	Improvement in the mainstreamin	g of a gender per	spective in the work	of UNCTAD
	(i) Increased number of initiatives mainstreaming a gender perspective in the work of UNCTAD across all its subprogrammes	20 initiatives	15 initiatives	In 2014, UNCTAD implemented 15 gender initiatives They included: (a) advocacy initiatives, such as the Women and Trade in Africa Event (organized in Geneva in collaboration with the World Bank), publication o a policy brief on trade, gender and the post-2015 development agenda and a document presented during the World Investment Forum 2014 entitled "Investmen by Transnational Corporations and Gender: Preliminary Assessment and Way Forward"; (b) initiatives aimed a contributing to a United Nations-wide action plan or gender, such as participation in the annual session o

				the Commission on the Status of Women and the Inter- Agency Network on Women and Gender Equality as well as in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women; (c) initiatives aimed at sensitizing policymakers on trade and gender-related issues, such as a section in The Least Developed Countries Report 2014, entitled "International Support Measure: A Proposal – Female Rural Entrepreneurship for Economic Diversification", three country case studies on the trade-gender linkages (the Gambia, Rwanda and Uruguay) and an initiative called "Measuring ICT and Gender. An Assessment"; (d) capacity-building initiatives such as two national workshops on trade and gender (Rwanda, Uruguay and the Occupied Palestinian Territory); and (e) training activities such as the development of a teaching package on trade and gender.
EA (e)	Increased timeliness of submissio	n of documentation	ึ่งท	
	Increased percentage of pre- session documents submitted in accordance with the required deadline	96 per cent submitted on time	100 per cent submitted on time	The UNCTAD secretariat submitted all 65 pre- session parliamentary documents for 2014 to the Conference Services of the United Nations Office at Geneva in a timely manner, achieving a 100 per cent compliance rate. It is the sixth consecutive year that UNCTAD's compliance rate is above the 90 per cent benchmark, as stipulated in General Assembly resolution 66/233.

# **SUBPROGRAMME 1 - GLOBALIZATION AND DEVELOPMENT STRATEGIES**

Objective: To promote economic policies and strategies at all levels for sustained growth, inclusive and sustainable development, full employment and decent work for all, and poverty eradication in developing countries, especially least developed countries

Indicato	ors of achievement	Performance targets for 2014-2015	Actual performance as of 31/12/2014	Description of results
EA (a)	Increased understanding of the gl at the national, regional and interr		vironment and of po	licy choices for inclusive and sustained development
	(i) Increased number of statements at, inter alia, intergovernmental meetings by policymakers and beneficiaries indicating the usefulness of UNCTAD research and analysis for the national policymaking process	35 statements	27 statements	27 statements were made by member States or group representatives at the Trade and Development Board, including specific commendations for the Trade and Development Report, 2014.
	(ii) Increased number of citations in the media on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research	500 citations	407 citations	A total of 407 media citations were recorded on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research.

	(iii) Increased number of UNCTAD activities to promote South-South cooperation	29 initiatives	18 initiatives	UNCTAD's activities to promote South–South cooperation took different forms in 2014, including research, publication of studies, seminars, workshops, lectures and advisory services. In total, 18 activities have been implemented on a broad range of topics which include industrial policy, regional value chains, structural transformation, regional monetary and financial cooperation, and trade facilitation in the post-Bali period.
	(iv) Increased number of universities and research centres using the services of the UNCTAD Virtual Institute.	80 universities and research centres	111 universities and research centres	At the end of 2014, 111 universities and research centres from 54 countries were members of the UNCTAD Virtual Institute and used its services aimed to strengthen their teaching and research capacities on trade and development and to increase the policy relevance of their work.
EA (b)				countries by fostering better understanding of the sustainability and effective debt management
	(i) Increased number of institutions/ countries using the capacity-building services of the Debt Management and Financial Analysis System programme	106 institutions and 68 countries	106 institutions and 69 countries	In 2014, 106 institutions and debt management offices from 69 countries used the UNCTAD Debt Management and Financial Analysis System programme.
	(ii) Increased number of international and national policy positions and initiatives in the area of debt and development resource mobilization incorporating contributions from UNCTAD	29 International and national policy positions and initiatives	Information not available at time of reporting.	Information not available at time of reporting.
EA (c)				, g the interlinkages between globalization, trade and on economic policies and development strategies
	(i) Increased number of countries using statistical variables and derived indicators developed and maintained by UNCTAD Central Statistical Service	200 countries	201 countries	The target of 200 countries has been reached thanks to a rich statistical offer that meets users' needs.
	(ii) Increased number of institutions and Member States using UNCTAD statistical data regarding trade, financial and economic policies	2,500 institutions and Member States	1,460 institutions and Member States	1,460 institutions and Member States were recorded users of UNCTAD statistical data in 2014.
EA (d)				d international cooperation for alleviating the adverse or building an independent Palestinian State
	Increased number of Palestinian development initiatives and institutions responding to UNCTAD research findings, recommendations and technical cooperation activities	11 initiatives/ institutions	6 initiatives/ institutions	In 2014, UNCTAD continued to support the Palestinian people's efforts to build the institutional capacities of their future State, with a total of 6 development initiatives and institutions benefiting from UNCTAD research findings, advisory services, recommendations and technical cooperation activities.

# **SUBPROGRAMME 2 – INVESTMENT AND ENTERPRISE DEVELOPMENT**

Objective: To ensure inclusive growth and sustainable development through investment and enterprise development for enhancing productive capacity-building, industrialization and economic diversification, and job creation of all developing countries, in particular those in Africa and in least developing countries, as well as landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies

Indicato	rs of achievement	Performance targets for 2014-2015	Actual performance as of 31/12/2014	Description of results
EA (a)				ment and its interaction with official development and promote sustainable development
	(i) Increased number of investment stakeholders responding to evaluation surveys and reporting improved capacity to address key issues related to investment	180 investment stakeholders	160 investment stakeholders	160 respondents to the survey on the World Investment Report indicated that the publication contributed to increasing their understanding of investment issues.
	(ii) Increased number of statements by Member States indicating that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment	35 statements by Member States	20 statements by Member States	As of the 31 December 2014, 20 member States (for example, Bangladesh, the Plurinational State of Bolivia, Egypt, the Republic of Moldova and the United Republic of Tanzania) had indicated that they had implemented policy recommendations and utilized methodology provided by UNCTAD.
EA (b)	Increased ability of all developing strategies and policies to attract a			es in transition in designing and implementing nable development
	<ul> <li>(i) Increased number of developing countries and countries with economies in transition benefiting from UNCTAD assistance, including investment policy reviews, e-tools and implementation of strategies and policies for attracting and benefiting from foreign investment for sustainable development and inclusive growth</li> </ul>	35 countries	19 countries	As of 31 December 2014, 19 developing countries and regions and countries with economies in transition benefited from UNCTAD assistance, including investment policy reviews for Bosnia and Herzegovina, Colombia, the Congo, Kyrgyzstan and the Sudan; i-guides for Morocco and the Silk Road region; and the e-regulations portal for Cameroon, Côte d'Ivoire, El Salvador and Viet Nam.
	(ii) Increased number of developing countries and countries with economies in transition benefiting from UNCTAD assistance, demonstrating improved performance on the basis of various benchmark indicators, monitored by UNCTAD	28 developing countries	15 developing countries	In spite of the effect of the crisis, 15 countries which benefitted from UNCTAD's assistance have experienced significant increases in foreign direct investment inflows.

EA (c) Increased capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation

(i) Increased number of statements by policymakers and other international investment agreements stakeholders reporting on the sustainable development dimension of international investment agreements	80 statements	45 statements	45 statements were made by participants at the International Investment Conference 2014, reporting on the sustainable development dimension of international investment agreements.
(ii) Increased international sharing of experiences and best practices on key issues relating to the negotiation and implementation of investment treaties and the feedback from policymakers and other international investment agreement stakeholders	18 observations	9 observations	9 feedback observations recorded from policymakers and other international investment agreement stakeholders on key issues relating to the negotiation and implementation of investment treaties.

EA (d) Enhanced understanding and ability to boost productive capacity through enterprise development policies aimed at: (i) stimulating enterprise development, particularly related to small and medium enterprises, entrepreneurship and business linkages; (ii) promoting best practices in corporate social responsibility and accounting; and (iii) establishing competitive and well-regulated insurance markets

(i) Increased number of countries using UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms	23 Countries	12 Countries	During 2014, 12 countries including Ecuador, Ethiopia and Ghana used UNCTAD policy measures and tools in the design of policies aiming at strengthening entrepreneurship and the competitiveness of their firms.
(ii) Increased number of countries using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, insurance, business linkages, e-tourism and corporate reporting	25 Countries	15 Countries	In 2014, 15 countries including Costa Rica, India and Oman were using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, insurance, business linkages, e-tourism and corporate reporting.

## **SUBPROGRAMME 3 - INTERNATIONAL TRADE**

## **Component 1: Strengthening international trade**

Objective: To ensure the effective, qualitative and beneficial participation of all countries in international trade in order to build more inclusive and sustainable development outcomes

Indica	tors of achievement	Performance targets for 2014-2015	Actual performance as of 31/12/2014	Description of results
EA (a)				rticular least developed countries, and countries with y and the international trading system
	(i) Increased number of countries receiving UNCTAD assistance for their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South– South trade negotiations and WTO accession processes	40 countries	40 countries (estimate)	In 2014, 40 countries received UNCTAD assistance for their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South–South trade negotiations and World Trade Organization accession processes.

	(ii) Increased number of developing countries integrating trade, productive capacity and development concerns, including women's empowerment and employment, in particular youth employment, into their best-fit national trade and services policies	15 developing countries	15 developing countries (estimate)	In 2014, 15 developing countries integrated trade, productive capacity and development concerns, including women's empowerment and employment, in particular youth employment, into their best-fit national trade and services policies as a result of UNCTAD interventions.
EA (b)				bmies in transition according to their specific needs e and development impact of non-tariff measures
	(i) Increased number of active users of the Trade Analysis and Information System, through either the Internet or the World Integrated Trade Solution, the Agriculture Trade Policy Simulation Model and the Transparency in Trade Initiative	46,000 users	44,000 users (estimate)	In 2014, there were around 44,000 active users of the Trade Analysis and Information System.
	(ii) Increased number of specific actions taken by Member States to reduce or eliminate arbitrary or unjustified non-tariff barriers in international trade	8 actions	6 actions (estimate)	Analysis of official data indicates that at least 6 actions aimed at reducing or eliminating non-tariff barriers were achieved in bilateral/regional negotiations on preferential trade agreements. For example, in a number of bilateral preferential agreements involving developing countries as a party and entering into force in 2014–2015, a number of non-tariff barriers were relaxed or eliminated, including anti-dumping, sanitary/phytosanitary measures and technical barriers to trade (standard) against exports from developing countries.
EA (c)	Enhanced capacity of developing and regional competition laws	countries and cou	ntries with economi	es in transition to prepare and implement national
	(i) Increased number of developing countries establishing or revising and implementing national and/ or regional (including South– South) competition and consumer protection based on the sharing of best practices and peer reviews with regard to the implementation of such policies	17 developing countries	15 developing countries	Three full peer reviews were implemented in 2014 in the following countries: Namibia, Seychelles and the Philippines. The corresponding peer review reports were presented and discussed during the fourteenth session of the Intergovernmental Group of Experts on Competition Law and Policy. Furthermore, case handlers, judges and other officials were trained under the Association of Southeast Asian Nations platform and the Competition and Consumer Protection for Latin America II programme, West African Economic and Monetary Union programme and Africa Competition Programme.
	(ii) Increased number of countries using the UNCTAD Model Law on Competition and volunteering for peer reviews of competition law and policy	4 countries	3 countries	Voluntary consultations have been undertaken as stated in section F of the United Nations Set on Competition at the regional level with the Association of Southeast Asian Nations, Latin American Economic System, Common Market for Eastern and Southern Africa and West African Economic and Monetary Union. These consultations allowed the parties involved to seek mutually acceptable solutions for cross-border anticompetitive practices. Three additional countries have volunteered for peer reviews, which were planned and scheduled for 2015: Papua New Guinea and Fiji (joint peer review) and Albania.

EA (d) Strengthened capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels

(i) Increased number of developing countries and countries with economies in transition designing and implementing policies, plans, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and investment opportunities and promoting their sustainable development objectives	34 countries	34 countries	In 2014, UNCTAD supported 34 countries in meeting their sustainable development objectives. These included capacity-building activities in Ecuador and Vanuatu on green export strategies and green growth, and the mainstreaming of organic agriculture in development strategies in the United Republic of Tanzania and the Lao People's Democratic Republic.
(ii) Increased number of developing countries and countries with economies in transition participating in the biotrade and biofuels initiatives	17 countries	17 countries	A total of 17 developing countries participated in the BioTrade and Biofuels Initiatives through various seminars, training and workshops such as the first national workshop on the National Green Export Review of Ecuador and the workshop on the National Green Export Review of Vanuatu.

# **SUBPROGRAMME 3 - INTERNATIONAL TRADE**

## **Component 2: Commodities**

*Objective:* To harness development gains and to deal with the trade and development problems of the commodity economy and of commodity dependence

Indicators of achievement		Performance targets for 2014-2015	Actual performance as of 31/12/2014	Description of results
EA				dress trade and development problems associated commodity trade and enhanced international and
	(i) Increased amount of research on commodity production in countries with economies that are dependent on commodities, with the aim of diversifying their production, including by increasing the added value of their commodities	13 research outputs	10 research outputs	10 research papers were published in 2014, such as "The state of commodity dependence report 2014" and the "Pan-African cotton road map".
	(ii) Increased number of commodity dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings	13 commodity- dependent developing countries	7 commodity- dependent developing countries	In 2014, 7 commodity-dependent developing countries/country groups adopted policy measures and tools recommended by UNCTAD. This includes for example, Zambia, Mozambique and the Economic Community of Central African States, through adoption and implementation of the pan-African cotton road map.

## **SUBPROGRAMME 4 - TECHNOLOGY AND LOGISTICS**

Objective: To strengthen science, technology and innovation, including information and communication technologies; for inclusive development; to support inclusive growth and development through efficient, resilient and sustainable trade logistics services and transit transport systems; and to promote training and capacity-building programmes for local institutions with a view to enhancing the economic development and competitiveness of developing countries and economies in transition

## **Expected accomplishments (EA)**

Indicato	ors of achievement	Performance targets for 2014-2015	Actual performance as of 31/12/2014	Description of results
EA (a)	Improved efficiency and sustainabil	ity of trade logistic	cs of developing cou	ntries and some economies in transition
	(i) Increased number of specific, identifiable actions taken by developing countries and countries with economies in transition to improve trade logistics, such as actions to cut transport and transaction costs improve effective transit systems, sustainable transport efficiency and connectivity and establish a supportive legal framework, with the assistance of UNCTAD	21 actions	10 actions	10 actions were taken by developing countries and countries with economies in transition to improve trade logistics with the support from UNCTAD. For example, in collaboration with the International Trade Centre, UNCTAD supported the Governments of Mauritius, Mongolia and Nigeria in the preparation of a national trade facilitation assessment, including for the notification (2014) to the World Trade Organization of trade facilitation measures that these countries have already implemented.
	(ii) Increased number of measures adopted by developing countries and economies in transition using the Automated System for Customs Data to further improve the efficient management of their customs administration, with the assistance of UNCTAD	22 measures	13 measures	In 2014, 12 countries in the Caribbean, Africa, Europe, South Asia and the Pacific migrated to the latest version of the Automated System for Customs Data, and one in the Caribbean is consolidating its installation after a natural disaster.
	(iii) Increased number of developing countries and some countries with economies in transition having improved trade logistics performance on the basis of benchmark indicators related to logistics and business efficiency, with the assistance of UNCTAD	5 countries	4 countries	Through the technical assistance delivered by the Division on Technology and Logistics, four countries have improved their trade logistics performance based on the World Bank Logistics Performance Index, Doing Business Index and Liner Shipping Connectivity Index.
EA (b)	Improved awareness and adoption well as information and communica		ternational policies i	h the area of science, technology and innovation, as
	(i) Increased number of specific actions taken by developing countries and economies in transition to implement	29 actions or measures	26 actions or measures	A total of 26 actions or measures were taken by developing countries and economies in transition to implement programmes aimed at enhancing the contributions of science, technology and inpovation and information and communications

(ii) Increased number of cooperation initiatives at the subregional, regional and international levels in the areas of science and technology, and ICT, with the assistance of UNCTAD	22 initiatives	8 initiatives	8 cooperation initiatives were carried out in 2014. For example, at the request of the Common Market for Eastern and Southern Africa secretariat, work started in 2014 for launching a joint programme of collaboration in science, technology and innovation policy assessment and evaluation for countries of the Common Market for Eastern and Southern Africa. There were also several advisory and training activities in support of harmonization of cyberlegislation in the countries of the Economic Community of West African States.
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EA (c) Better understanding, at the national level, of policy options and best practices on science and technology for development, and on information and communication technologies for development.

(i) Increased number of countries benefiting from UNCTAD assistance through capacity- building activities, including relevant recommendations from policy reviews and policy analysis from various reports in this area of work.	10 countries	10 countries	10 countries have received UNCTAD assistance in this area of work including policy reviews on science, technology and innovation for three countries (Oman, Thailand and Viet Nam), and a project on local production and access to medicines is being implemented in Ethiopia and Ghana.
(ii) Increased number of developing countries integrating science, technology and innovation, including ICT, in national development strategies, United Nations Development Assistance Frameworks and poverty reduction strategy papers	10 countries	6 countries	In 2014, six developing countries integrated science, technology and innovation issues, including information and communications technology, in national development strategies. For example, the Dominican Republic reported increased visibility of science, technology and innovation issues in government plans, and Angola presented progress made in the implementation of Science, Technology and Innovation Policy Review recommendations as part of the national development plan.

EA (d) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues

Increased number of specific actions taken by developing countries and countries with economies in transition to strengthen the capacities of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance	10 actions	6 actions	6 actions were taken by developing countries to strengthen the capacities of human resources and local institutions in the trade and investment- related areas. For example, in the Dominican Republic, 7 local instructors certified through UNCTAD's Port Training Programme subsequently trained around 250 employees of the Haina International Container Terminal.
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# **SUBPROGRAMME 5 - AFRICA, LEAST DEVELOPED COUNTRIES, AND SPECIAL PROGRAMMES**

Objective: To promote development of national policies and international support measures to build productive capacities for economic development and poverty reduction in Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) and to progressively and beneficially integrate them into the global economy

Indicato	ors of achievement	Performance targets for 2014-2015	Actual performance as of 31/12/2014	Description of results	
EA (a)	a) Increased adoption of practical policy recommendations of UNCTAD to promote African development in the areas of and development				
	Increased number of member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of African trade and development	10 Member States	Information not available at time of reporting	In 2014, the subprogramme made positive contribu- tions to the economic development of Africa through various channels. The Africa Section conducted a series of advisory missions in order to contribute towards capacity building in the region and towards policy debate and formulation in collaboration with African institutions. The Economic Development in Africa Report 2014 received 18 endorsements from Member States during annual sessions of the Trade and Development Board.	
EA (b)	Increased consensus on, and ado global economy, including those ir			ent problems of the least developed countries in the sist of least developed countries	
	Increased number of member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of the development of the least developed countries and the countries graduating from the list of least developed countries	9 Member States	10 Member States (estimate)	In 2014, 10 countries with an agenda for progress directly or indirectly related to the question of graduation from least developed country status benefited from UNCTAD's commitment to this subject. For example, Kiribati, Tuvalu and Vanuatu continued to be recipients of UNCTAD advisory services in relation to the goal of a smooth transition to post-least developed country status.	
EA (c)	Enhanced integration of trade poli	cies and priorities	in the national deve	lopment plans	
	Increased number of least developed countries that have made progress in mainstream- ing trade policies and priorities into their national development plans and have implemented the action matrices of the En- hanced Integrated Framework	13 LDCs	13 LDCs	In the context of the Enhanced Integrated Framework, UNCTAD provided support in 2014 to the following countries: Benin, Cambodia, Djibouti, Ethiopia, the Gambia, the Lao People's Democratic Republic, Madagascar, Mali, Mauritania, Mozambique, Myanmar, the Niger and Senegal.	
EA (d)	Improved capacities of LLDCs, SIDS and other structurally weak, vulnerable and small economies to support their e transformation and resilience-building efforts				
	Increased number of LLDCs, SIDS and other structurally weak, vulnerable and small economies having benefited from UNCTAD advisory services and other forms of assistance on achieving structural progress	4 LLDCs, SIDS and other structurally weak, vulnerable and small economies	4 LLDCs, SIDS and other structurally weak, vulnerable and small economies	In 2014, Angola, the Lao People's Democratic Republic, Myanmar and Senegal (continental least developed countries with a declared agenda for graduation) benefited from advisory and training services on structural transformation and progress towards graduation thresholds.	