In line with principles of results-based management (RBM), this document provides results (or logical) frameworks\(^1\) for the 29 technical cooperation programmes of the UNCTAD Toolbox.

For each technical cooperation programme, there is a description of the main activities and outputs, and the medium to long term expected results of these activities and outputs. Each programme is also linked to the UNCTAD “SDGs of focus”. These, listed on the next page, are the SDG Goals and Targets of the 2030 Agenda most directly linked to UNCTAD’s core mandate. There are also assumptions (external factors) important for the achievement of results and indicators to measure results for each programme.

A one-year pilot was launched on 1 July 2016 to fine-tune the indicators and monitoring and evaluating process. The programme-level results frameworks will be tailored for individual projects; to the particular needs and circumstances of the project beneficiaries.

For more details, contact:

UNCTAD Technical Cooperation Service
Tel.: +41 22 917 5594
E-mail: tc@unctad.org

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\(^1\) The logic that explains how results are to be achieved.
17.3 Mobilize financial resources for developing countries
17.4 Assist long-term debt sustainability in developing countries through coordinated policies
17.5 Implement investment promotion regimes for LDCs
17.6 Enhance North-South, South-South and triangular regional and international cooperation on science, technology and innovation; and knowledge sharing through a global technology facilitation mechanism
17.9 Support national plans to implement all the SDGs
17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports
17.13 Enhance macroeconomic stability through policy coordination and policy coherence
17.14 Enhance policy coherence for sustainable development
17.15 Respect each country’s policy space and leadership
17.19 Support statistical capacity-building in developing countries

8.1 Sustain per capita economic growth in accordance with national circumstances, and 7% GDP growth in LDCs
8.2 Achieve higher economic productivity through diversification, technological upgrading and innovation
8.3 Promote development-oriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs
9.1 Quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure
9.b Domestic technology development, research and innovation in developing countries (through conducive policy environment)
10.6 Ensure enhanced representation and voice for developing countries in global international economic and financial institutions for more effective, credible, accountable and legitimate institutions
12.6 Encourage sustainable practices and sustainability reporting by companies, especially large and transnational companies
15.9 Integrate ecosystem and biodiversity value into national and local planning, development processes, poverty reduction strategies and accounts
16.6 Develop effective, accountable and transparent institutions at all levels.
### The UNCTAD Toolbox: Overall Results

#### Inputs
- Capacity-building, training, advisory services to enhance knowledge of key stakeholders on issues related to UNCTAD’s mandates
- Research and analysis for policy options or national plan of actions for policy/legislative change
- Delivering an IT tool database for improved data management/analysis
- Assisting member states in achieving consensus and/or meeting international standards for sustainable development

#### Activities
- Improved knowledge and/or skills of beneficiaries as per UNCTAD’s mandates
- Policy recommendations, national action plans
- Functioning IT system or database
- Structures and guidance for meeting international standards and/or reporting requirements

#### Outputs (short term)
- Clear roles and responsibilities, including lead entity
- Adequate institutional and governance frameworks

#### Outcomes (short to medium term)
- Adequate technical and financial resources for implementation of policies and/or recommendations
- Continued consultations among key stakeholders

#### Outcomes (medium term)
- Coherence with other economic and development policies

#### Impact: (long term)
- Developing countries better integrated into the global economy; in inclusive, sustainable ways
- More equitable benefits of trade and development across countries and within their populations

#### Contribution to the SDGs
- Transforming economies
- Improving competitiveness
- Tackling vulnerabilities, building resilience
- Fostering economic efficiency, improving governance
- Empowering people, investing in their future

#### Key assumptions
- Active and full participation of all stakeholders
- Availability of national and/or regional experts
- Stakeholders have influence over policy and other changes required
- Receptiveness to UNCTAD ideas; consensus among stakeholders
- Availability of information

#### Types of indicators
- Activity implementation rates
- Budget utilisation rates
- No. of stakeholders assisted (disaggregated by type, level, gender, country, etc.)

#### Measures of the:
- Number and type of actions taken by each country assisted that are directly related to UNCTAD’s recommendations
- Measures of the use of UNCTAD outputs
- % of UNCTAD recommendations implemented
- Inter-Agency Expert Group SDG Indicators
- Other relevant macroeconomic indicators, including UNCTAD indicators

#### Other sources of strategic guidance
- UN rules and regulations
- Tools, guidelines, norms and standards, etc.
- Financial resources
- Human resources
- Other sources of strategic guidance
- Research and analysis Strategic Framework
THE UNCTAD TOOLBOX: PROGRAMME LEVEL RESULTS

Transforming economies, improving competitiveness

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Tackling vulnerabilities, building resilience

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Fostering economic efficiency, improving governance

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Empowering people, investing in their future

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# INVESTMENT POLICY REVIEWS (IPR) 
**LEVERAGING INVESTMENT POLICIES FOR DEVELOPMENT**

## Activities
- Data collection and analysis; preparation of the IPR report
- National workshop (policy-makers, investors and civil society, etc.) to discuss the report
- Intergovernmental peer-review and exchange of best practices in FDI policies for development
- Technical assistance on investment policies, legislation and regulations, sustainable development in IIAs, and absorption capacity of the local economy to benefit from FDI
- Follow-up on IPR recommendation implementation, experience and impact

## Outputs (short term)
- IPR recommendations
- Increased capacity of policymakers and public agencies to design and implement investment policy for sustainable development
- Increased clarity and transparency of investment regulations
- Improved investment promotion and facilitation techniques across investment promotion and facilitation institutions
- Strengthened absorptive capacity of local economy to benefit from FDI

## Outcomes (medium term)
- IPR recommendations are endorsed and implemented
- Improved investment framework, policies and strategies
- Stronger institutional environment conducive to FDI

## Impact (long term)
- Countries attract and benefit from investment for sustainable development

## Key assumptions
- The legislation and data relevant for the analysis is available
- The government counterpart is actively involved and responsive
- Participation of high-level policymakers from the country
- Timely availability of funds

## Key outputs
- % of planned activities delivered on time and within budget
- % of investment stakeholders assisted reporting improved capacity to address key issues related to investment (by country)
- % of project beneficiaries by country rating UNCTAD’s technical assistance as “useful”,
- No. of countries assisted adopting targeted FDI promotion/facilitation strategies in follow-up to IPRs, and/or
- Improved availability of local supply

## Indicators of progress
- % of investment stakeholders assisted reporting improved capacity to address key issues related to investment (by country)
- No. of countries assisted implementing strategies, policies and recommendations for attracting and benefiting from foreign investment for sustainable development and inclusive growth
- No. of countries assisted with FDI policies aligned to IPFSD adopted

## SDGs of focus
- Direct: Target 17.3
- Target 17.5
- Target 8.2
- Target 8.3
- Indirect: Target 17.3.1 FDI, ODA and South-South Cooperation/ total domestic budget
- SDG 17.5.1 No. of countries that adopt and implement investment promotion regimes
- SDG 8.2.1 Annual growth rate of real GDP per employed person

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*For example,*
- % of IPR recommendations implemented (by country),
- No. of countries assisted in higher position in international investment climate rankings, and/or
- No. of countries assisted with FDI policies aligned to IPFSD adopted
## Services Policy Reviews (SPR)

**Realizing the Potential of Services**

### Activities

- **Capacity-building for policymakers on methodology, scope and expectations, and sector and overall policy priorities**
- **Fact-finding and needs assessment**
- **Review of the economic, regulatory, institutional and trade policy frameworks for selected services subsectors**
- **Multi-stakeholder development of coherent strategies and action plans for services sector reforms**
- **Validation of recommendations (evidence-based policies), consensus building on specific actions and indicators for progress in implementation**
- **Active engagement of partners (e.g. prioritization of activities, availability, sharing of information, timely feedback)**
- **High-level national lead for the project**
- **Clear working relationships**
- **Availability of national (and/or regional) services experts**
- **Experts meet pre-defined quality standards; timely delivery**

### Outputs (short term)

- **National and sectoral policy options, recommendations and action plans for reform**
- **Enhanced understanding and capacity of public and private stakeholders to analyse services-specific policy variables affecting diversification, structural transformation and insertion in global, regional value chains.**
- **Enhanced capacity of stakeholders to collect and analyse services data and statistics to inform policy design, monitoring and evaluation**
- **Recommendations integrated in national strategies and plans**
- **Institutional "convening" capacity for integrative policy design, implementation and monitoring**
- **Policy space for services sector reforms**
- **Institutional execution capacity including the required human and financial resources**

### Outcomes (medium term)

- **Improved design, implementation and monitoring of services sector policies and related trade policy measures**
- **Stronger institutional and regulatory frameworks**
- **Generation of data and information for structural transformation of economies; insertion in value chains, creation of value-addition, employment and trade facilitation**
- **Coherence between services and services trade policies and other key policies, including development policies and the sustainable development goals**
- **Rule of law and accountability of institutions**
- **No. of countries assisted that use research findings (from SPR and compilation publications) and SPR recommendations in the formulation of national services strategies and to guide policy decisions in the services sector.**
  
  For example,
  - through explicit references to the SPR in national documents, and /or
  - as reported through the follow-up questionnaire
- **No. of countries assisted with enhanced data and statistics for evidenced based services policies (i.e. explicit references in policy documents)**
- **No. of countries assisted that have developed frameworks which address services in a holistic manner i.e.**
  - showing linkages (forward and backward) with other sectors of the economy, among services sectors and between policy areas and
  - including policy, regulatory and institutional frameworks for the services sector developed through regular multi-stakeholder consultations
- **No. of countries assisted that have implemented holistic services frameworks**

### Impact (long term)

- **Countries expand their services sector production and trade, creating jobs and helping to raise living standards**
- **Government commitment and political will**
- **External or internal economic, political and institutional factors remain relatively stable**
- **No. of countries assisted that use research findings (from SPR and compilation publications) and SPR recommendations in the formulation of national services strategies and to guide policy decisions in the services sector.**
  
  For example,
  - Employment in the services sector
  - Value of services exports
- **No. of countries assisted that have developed frameworks which address services in a holistic manner i.e.**
  - showing linkages (forward and backward) with other sectors of the economy, among services sectors and between policy areas and
  - including policy, regulatory and institutional frameworks for the services sector developed through regular multi-stakeholder consultations
- **No. of countries assisted that have implemented holistic services frameworks**

### SDGs of focus

**Direct:**
- Target 8.2 Achieve higher economic productivity through diversification, technological upgrading and innovation

**Indirect:**
- SDG 8.2.1 Annual growth rate of real GDP per employed person

### Key assumptions

- % of planned activities delivered on time and within budget
- No. of national services policy review studies finalized
- No. of persons trained (disaggregated by level, sex, ministry, country, etc.)

### Indicators of progress

- No. of countries assisted that use research findings (from SPR and compilation publications) and SPR recommendations in the formulation of national services strategies and to guide policy decisions in the services sector.**
  
  For example,
  - through explicit references to the SPR in national documents, and /or
  - as reported through the follow-up questionnaire
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  - including policy, regulatory and institutional frameworks for the services sector developed through regular multi-stakeholder consultations
- **No. of countries assisted that have implemented holistic services frameworks**

### SDGs of focus

- **Direct:**
  - Target 8.2 Achieve higher economic productivity through diversification, technological upgrading and innovation

- **Indirect:**
  - SDG 8.2.1 Annual growth rate of real GDP per employed person
# Trade Policy Framework Reviews

**Harnessing the Potential of Trade for Inclusive Growth and Sustainable Development**

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<th>Activities</th>
<th>Outputs (short term)</th>
<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Prepare comprehensive trade policy frameworks for developing productive capacities, creating employment and fostering poverty reduction</td>
<td>- Trade policy framework coherent with other measures for inclusive and sustainable development</td>
<td>- Trade policy framework is implemented</td>
<td>- Greater engagement of countries in a universal, rules-based, open, non-discriminatory and equitable multilateral trading system</td>
<td></td>
</tr>
<tr>
<td>- Multi-stakeholder consultative processes to validate policy framework</td>
<td>- Increased understanding of the trade policy community of the contribution of trade to economic recovery, growth and sustainable development in a post-crisis period</td>
<td>- Enhanced coherence, inclusiveness and SDG-orientation in trade policy (supporting productive activities, decent job creation, entrepreneurship, creativity and innovation)</td>
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<tr>
<td>- Training and capacity-building of policymakers, trade negotiators, business community, academia and civil society on assessing, formulating and development-oriented trade policy frameworks</td>
<td>- Increased capacity of policymakers in analysing the impact of trade on development, including the potential contribution of key products and services sectors</td>
<td>- Linking of trade policy with other policy measures (e.g. industrial and adjustment policies) in support of sustainable development</td>
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<tr>
<td>- Sharing of national experiences and lessons learned</td>
<td>- Adequate policy space and resources are available for the country for making necessary policy changes</td>
<td>- The framework remains relevant in light of developments in trade negotiations under the WTO and other agreements</td>
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<tr>
<td></td>
<td>- The elaboration and adoption of national trade policy framework remain a policy priority for the government</td>
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<tr>
<td>Key assumptions</td>
<td>Indicators of progress</td>
<td>SDGs of focus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Full engagement and support of all stakeholders</td>
<td>% of planned activities delivered on time and within budget</td>
<td>Direct: Target 17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports</td>
<td></td>
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<tr>
<td>- High-level focal point providing effective and timely support</td>
<td>No. of national trade policy frameworks finalized</td>
<td></td>
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<tr>
<td>- Inclusive trade policy formulation and implementation Institutional frameworks</td>
<td>No. of persons trained (disaggregated by level, sex, ministry, country, etc.)</td>
<td>Indirect:</td>
<td></td>
<td></td>
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<tr>
<td>- Receptiveness of stakeholders to proposal</td>
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<tr>
<td>- Availability of national experts</td>
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<tr>
<td>- Consultants deliver their inputs on time and as per agreed standards</td>
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<td>- Effective, efficient and timely communication and execution by partners</td>
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<tr>
<td>Indicators of progress</td>
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</tr>
<tr>
<td>% of persons trained (disaggregated by level, sex, ministry, country, etc.) who report having improved their understanding and policymaking capacity on the contribution of trade to sustainable development through surveys</td>
<td>No. of countries assisted who have reflected the UNCTAD trade policy frameworks in the review, formulation and implementation of national trade policy regimes</td>
<td></td>
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</tr>
<tr>
<td>No. of countries assisted that hold national stakeholder consultations to validate the UNCTAD TPF and recommendations</td>
<td>No. specific identifiable actions (by country) for participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South–South trade negotiations and WTO accession processes</td>
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<tr>
<td>For example, - submission of negotiating proposals - market access offers - adoption of new legislation</td>
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<tr>
<td>SDG 17.11.1 Developing countries’ and least developed countries’ share of global exports</td>
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<tr>
<td>Activities</td>
<td>Outputs (short term)</td>
<td>Outcomes (medium term)</td>
<td>Impact (long term)</td>
<td>SDGs of focus</td>
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</table>
| • Conduct and validate STIP review with an inter-ministerial team and other key national stakeholders  
• Provide opportunities, including through national workshops, for national stakeholders, to engage on an open dialogue on STI policies  
• Provide advisory services and training to support the formulation of specific actions to build national STI capacity  
• Present and peer review report at the UN Commission on Science and Technology for Development | • Five priority areas identified for strengthening STI capacity  
• Recommended changes to existing STI policies and/or other policies which have an impact on STI outcomes  
• National stakeholders share a common understanding on need for coherent national STI policies | • Increased national actions and programmes to build capacity in STI  
• Enhanced policies in STI for local industries to compete in today's global, knowledge-based economy | • Strengthened national capacities in science, technology and innovation | Direct: Target 9.b Domestic technology development, research and innovation in developing countries (through conducive policy environment) |
| • Support and interest at the highest ministerial level  
• Timely availability of funds  
• Wide, relevant stakeholder participation  
• Inter-ministerial team identify key issues to be addressed  
• Timely deliverables by all partners  
• Availability of key STI data  
• Limited stakeholder turnover | • Long term and high-level commitment to implement suggested recommendations  
• Engagement of business sector and academia in the implementation of the recommendations  
• Supportive STI governance, resources, etc. available for making policy changes | • The implementation of policies and programmes is systematic and followed through  
• Long-term government commitment and political will  
• Adequate resources available to implement policies & programmes | • Complementary institutional and organizational changes  
• External or internal economic, political and institutional factors remain relatively stable | Indirect: |
| Key assumptions | Indicators of progress | | | |
| % of planned activities delivered on time and within budget  
STIP review report published  
Participation of 20 key policy-makers and stakeholders (senior representatives of at least two ministries, private sector and of the academic sector) | % of project beneficiaries (by country) rating UNCTAD’s technical assistance as "useful" | No. of priority areas addressed (out of five identified)  
No. of countries assisted that have taken specific actions to implement programmes to enhance national STI capacities  
No. of actions undertaken by countries assisted to implement programmes to enhance national STI capacities | SDG 9.5.1 R&D expenditure as a % of GDP  
SDG 9.5.2 Researchers (in full-time equivalent) per million inhabitants  
SDG 9.b.1 % of medium and high-tech industry value added in total value added  
% of firms reporting innovation activities (as reported in national innovation surveys (NIS))  
Firm expenditure on innovation activities (as reported in NIS) | • % of firms reporting innovation activities (as reported in NIS)  
• Firm expenditure on innovation activities (as reported in NIS) |
E-COMMERCE AND LAW REFORM PROGRAMME
FACILITATING E-COMMERCE THROUGH INFORMATION AND COMMUNICATIONS TECHNOLOGIES

Activities

- National and regional capacity-building and awareness raising
- Review and drafting of e-commerce laws
- Comparative studies on cyberlaw harmonization in sub-regions of Africa, Asia, and Latin America
- Monitoring of global e-commerce laws development

Outputs (short term)

- Enhanced awareness of the legal issues related to online activities for e-commerce development

Outcomes (medium term)

- Drafting and enactment of stronger e-commerce legislation

Impact (long term)

- Improved e-commerce legal infrastructure

SDGs of focus

Direct: Target 8.3
Promote development-oriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs

Key assumptions

- Beneficiary countries mobilize sufficient resources
- Commitment of stakeholder for the continuity of project activities
- Timely and correct identification of ICT priorities by governments and stakeholders.
- Selection of high-level, key policy makers for training

Indicators of progress

- No. of regional capacity building and training workshops by country
- No. of trainees enrolled who successfully completed the training (disaggregated by gender, sector, country, etc.)
- No. of regional studies produced

- No. of countries assisted that have taken policy actions to promote the new legislation
  For example,
  - No. of countries that undertake awareness campaigns on the new legislation (e.g. through meetings, television and radio), and
  - No. of countries that participate in national, regional and international conferences

- No. of countries assisted with new legislation (domestic and regional) put forward for enactment
- No. of countries assisted with new legislation enacted

- No. of countries assisted that adopt and implement e-commerce legal frameworks
- No. of countries assisted that adopt and implement e-commerce legal frameworks

Indicators of progress

- SDG 8.3.1 Proportion of informal employment in non-agriculture employment, by sex
## Investment Guides
### Strengthening Local Institutions by Promoting Investment

<table>
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<th>Description</th>
<th>Activities</th>
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<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
</tr>
</thead>
</table>
| **Activities** | • Collection and analysis of data from public and private investment stakeholders  
• Population and updating of i-guides online platform  
• Launch of website and dissemination among key stakeholders  
• Capacity building of staff in investment promotion authority and government agencies dealing with investors to better understand and respond to investor need, and on how investment supports sustainable development  
• Timely availability of funds  
• Project team released by investment promotion authority  
• Commitment of project team  
• Quality and availability of information/data | • Online investment guide with relevant, hard-to-find information, data and analysis aimed at potential investors, including on investment opportunities that support sustainable development objectives, business operating costs, licensing requirements, regulations, procedures, useful contacts and investor experiences  
• Increased local capacity to respond to investor needs while supporting sustainable development  
• Policy space/platform to implement policies and recommendations  
• National resources available  
• Priority of government | • Strengthened initiatives by investment promotion authorities to attract investment in support of sustainable development objectives  
• No. of countries assisted where the investment promotion authority updates the website following changes to key legislation, changes in government structure, or important changes in business operating costs  
• No. of countries assisted that implement strategies, policies and recommendations for attracting and benefiting from foreign investment for sustainable development and inclusive growth | • Increase investment in support of sustainable development objectives  
• No. of countries assisted that demonstrate improved investment-related performance on the basis of changes to FDI inflows as compared to regional benchmarks  
• No. of countries assisted that implement investment promotion regimes for LDCs  
• Policy space/platform to implement policies and recommendations  
• National resources available  
• Priority of government | **Direct:**  
Target 17.3 Mobilize financial resources for developing countries  
**Indirect:**  
Target 17.5 Implement investment promotion regimes for LDCs  
SDG 17.3.1 FDI, ODA and South-South Cooperation/ total domestic budget  
SDG 17.5.1 No. of countries that adopt and implement investment promotion regimes |

<table>
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<tr>
<th>Key Assumptions</th>
<th>Indicators of progress</th>
<th>Resources available to investment promotion authorities</th>
<th>Political support for investment promotion authorities</th>
<th><strong>SDGs of focus</strong></th>
</tr>
</thead>
</table>
| • % of planned activities completed on time  
• No. of i-guides where information meets pre-defined quality standards  
• No. of stakeholders trained (disaggregated by gender, sector, country, etc.) | • % of planned activities completed on time  
• No. of i-guides where information meets pre-defined quality standards  
• No. of stakeholders trained (disaggregated by gender, sector, country, etc.) | • No. of countries assisted where the investment promotion authority updates the website following changes to key legislation, changes in government structure, or important changes in business operating costs  
• No. of countries assisted that implement strategies, policies and recommendations for attracting and benefiting from foreign investment for sustainable development and inclusive growth | • No. of countries assisted that demonstrate improved investment-related performance on the basis of changes to FDI inflows as compared to regional benchmarks  
• No. of countries assisted that implement investment promotion regimes for LDCs  
• Policy space/platform to implement policies and recommendations  
• National resources available  
• Priority of government | **17 Partnerships for the Goals**  
**1 of 7 Key**  
**2 of 7 Key**  
**9 of 17 Key**  
**10 of 17 Key** |
## Non-Tariff Measures

**Strengthening Transparency and Convergence of Regulations for Sustainable Development**

### Activities
- Develop, update and quality assure a database of all trade-related NTMs including “behind the border” technical, sanitary and phytosanitary requirements
- Train national data collectors on methodology
- Research on the impact of NTMs in terms of ad-valorem equivalents and potential gains from reduced “barriers”/regulatory convergence
- Build capacity of national and regional stakeholders on the economic costs and environmental/social benefits of NTMs, and potential for policy convergence and coherence

### Outputs (short term)
- Public database providing comprehensive information on the application of NTMs in partner countries, and domestically across regulatory ministries and agencies (accessible through UNCTAD’s TRAINS portal and the World Bank’s WITS)
- Improved understanding of policy makers on the economic costs and environmental/social benefits of NTMs, the potential of regulatory convergence, international standards, etc.

### Outcomes (medium term)
- Enhanced implementation of "deep" regional integration measures, such as harmonization and mutual recognition of technical NTMs
- Adoption of international standards
- Enhanced implementation of measures to address the trade and sustainability impact of non-tariff measures

### Impact (long term)
- Increased policy convergence and coherence of non-tariff measures to reduce trade costs while maintaining environmental and social benefits, particularly in regional trade agreements and South-South trade

### Indicators of Progress

<table>
<thead>
<tr>
<th>Description</th>
<th>Activities</th>
<th>Outputs (short term)</th>
<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of data on laws and regulations</td>
<td>Full database coverage and comprehensiveness for the beneficiary region</td>
<td>No. of database clicks and users (disaggregated by type of user, country, etc.)</td>
<td>No. of countries assisted that take specific actions at the national, regional or multilateral levels, to streamline or harmonize NTMs in international trade</td>
<td>No. of countries assisted that adopt mutual recognition, equivalence and harmonization measures in regional trade agreements</td>
<td>SDG 17.11.1 Developing countries’ and LDCs’ share of global exports</td>
</tr>
<tr>
<td>Sufficient NTM data for countries beyond the region under review</td>
<td>Full database coverage and comprehensiveness for the beneficiary region</td>
<td>No. of database clicks and users (disaggregated by type of user, country, etc.)</td>
<td>No. of countries assisted that take specific actions at the national, regional or multilateral levels, to streamline or harmonize NTMs in international trade</td>
<td>No. of countries assisted that adopt mutual recognition, equivalence and harmonization measures in regional trade agreements</td>
<td>SDG 17.11.1 Developing countries’ and LDCs’ share of global exports</td>
</tr>
<tr>
<td>Availability of resources (staff, funds, logistics)</td>
<td>Full database coverage and comprehensiveness for the beneficiary region</td>
<td>No. of database clicks and users (disaggregated by type of user, country, etc.)</td>
<td>No. of countries assisted that take specific actions at the national, regional or multilateral levels, to streamline or harmonize NTMs in international trade</td>
<td>No. of countries assisted that adopt mutual recognition, equivalence and harmonization measures in regional trade agreements</td>
<td>SDG 17.11.1 Developing countries’ and LDCs’ share of global exports</td>
</tr>
<tr>
<td>NTMs, and potential for policy convergence and coherence</td>
<td>Full database coverage and comprehensiveness for the beneficiary region</td>
<td>No. of database clicks and users (disaggregated by type of user, country, etc.)</td>
<td>No. of countries assisted that take specific actions at the national, regional or multilateral levels, to streamline or harmonize NTMs in international trade</td>
<td>No. of countries assisted that adopt mutual recognition, equivalence and harmonization measures in regional trade agreements</td>
<td>SDG 17.11.1 Developing countries’ and LDCs’ share of global exports</td>
</tr>
</tbody>
</table>

### Key Assumptions
- Regulatory capacity for adopting international standards, harmonization and mutual recognition of technical NTMs
- Technical and scientific capacity of countries to advance integration with respect to sanitary, phytosanitary and technical regulations
- Government commitment and political will
- Trade policy and NTMs is a national priority
- External or internal economic, political and institutional factors remain relatively stable

### SDGs of focus
- Direct: Target 17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports
- Target 17.14 Enhance policy coherence for sustainable development
- Indirect: SDG 17.1 Enhance the means of implementation for the SDGs, including through multi-stakeholder partnerships
- SDG 17.14.1 No. of countries with mechanisms in place to enhance policy coherence
## National Green Export Reviews
### Towards Green Economies

<table>
<thead>
<tr>
<th>Description</th>
<th>Activities</th>
<th>Outputs (short term)</th>
<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Analysis of sustainable product sectors and national options for their further development</td>
<td>• NGER report (includes national stakeholders’ recommendations and the action plan)</td>
<td>• Conducive policy environment</td>
<td>• Increased national production and export of green products</td>
<td>SDG 15.9 of focus</td>
</tr>
<tr>
<td></td>
<td>• Elaboration and validation by stakeholders of national policy options and sectoral recommendations and action plans</td>
<td>• Improved capacity of public and private stakeholders to identify and select promising green sectors; assess the policy, regulatory and institutional requirements; and prepare and adopt recommendations and action plans for national production and export of green products</td>
<td>• Sustained commitment of national stakeholders to implementation of national actions</td>
<td>• Increased product diversification into value-added downstream products</td>
<td>Direct: Target 15.9 Integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts</td>
</tr>
<tr>
<td></td>
<td>• International review of national reports to allow for exchange of best practices and recommendations for other countries seeking to develop their green sectors.</td>
<td></td>
<td>• Financial assistance from development partners to support implementation of national actions</td>
<td>• Increased employment opportunities in green sectors</td>
<td>Target 17.11 Increase the exports of developing countries</td>
</tr>
<tr>
<td></td>
<td>• Availability of national focal point and national experts to set up and implement activities</td>
<td>• National stakeholders committed to influencing national dialogue and policymaking</td>
<td>• Government commitment, including by taking stakeholders’ views into account in policymaking and by supporting national green sectors</td>
<td></td>
<td>Indirect:</td>
</tr>
<tr>
<td></td>
<td>• Timely deliverables by partners</td>
<td>• National stakeholders take the lead in designing and implementing national actions</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Commitment of all stakeholders to work together, and jointly elaborate, adopt and implement national action plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Wide participation (including government, private sector and civil society)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Key Assumptions
- Availability of national focal point and national experts to set up and implement activities
- Timely deliverables by partners
- Commitment of all stakeholders to work together, and jointly elaborate, adopt and implement national action plans
- Wide participation (including government, private sector and civil society)

### Indicators of Progress
- % of planned activities completed on time as per specified quality standards and within budget
- No. of participants participating in national workshops and contributing to national report (by gender, sector, country, etc.)
- % of workshop participants (by country) who are "satisfied" or "very satisfied"
- No. of sustainable product sectors identified and selected by stakeholders in each country
- No. of reforms and options proposed by stakeholders in each country for strengthening of the sectoral policy, regulatory and institutional framework of selected sectors
- No. of recommendations, action plans and timetables for actions prepared and adopted by stakeholders in each country
- No. of countries assisted that implement national activities, policies etc. to strengthen the policy, regulatory and institutional framework of selected sectors
- No. of development partners interested in supporting national actions

- Value of national green exports, including value added products
- Employment rates in green sectors
- Status of environment and natural resources
- SDG 15.9.1 Number of national development plans and processes integrating biodiversity and ecosystem services values
- SDG 17.11.1 Share of global exports
## Accession to the World Trade Organization

**Supporting Integration into the Multilateral Trading System**

### Activities
- Training trade negotiators in techniques, strategies and tactics
- Capacity building of trade policy makers in policy formulation and implementation, particularly relating to the WTO accession negotiations
- Analysis of the potential and constraints specific sectors following WTO accession
- Assisting in the preparation of the Memo on the Foreign Trade Regime, written responses to questions from members; domestic legislation consistent with GATT/WTO provisions, etc.
- Post-accession activities, including assistance to implement commitments made
- Commitment of government and active engagement in the process
- National counterpart/lead with authority and required knowledge
- Availability of experts to deliver accession related activities
- Access to knowledge platforms in the accessions negotiations
- Timely availability of funds
- Good working relationships among stakeholders

### Outputs (short term)
- Enhanced and holistic understanding of the complex rules and disciplines associated with WTO membership by Government trade officials and negotiators, representatives of business and private sector, civil society and others (parliamentarians, media, academia and research institutions, consumer organisations, etc.)
- Strengthened negotiating capacity of national officials and improved participation in Working Party meetings
- The Memorandum on the Foreign Trade Regime and other required documents
- Institutional execution capacity to put in place implementation arrangements
- Development needs are considered fully in WTO in accession negotiations
- Accession package is prepared by national stakeholders

### Outcomes (medium term)
- Reformed and strengthened trade and related policies, support institutions and regulations, which adapt to a more competitive trading environment
- Critical policies or legislation progress and are enacted/implemented
- Consistency (coherence) among trade related policies and other policy spheres which impact development objectives and strategies

### Impact (long term)
- Increased benefits from trade opportunities and integration into the multilateral trading system
- Improved productive capacity
- Government commitment and political will
- Stable external or internal economic, political and institutional factors

### SDGs of focus
- **Direct:** Target 10.6
  - Ensure enhanced representation and voice for developing countries in global international economic and financial institutions for more effective, credible, accountable and legitimate institutions

### Key assumptions
- Commitment of government and active engagement in the process
- National counterpart/lead with authority and required knowledge
- Availability of experts to deliver accession related activities
- Access to knowledge platforms in the accessions negotiations
- Timely availability of funds
- Good working relationships among stakeholders

### Indicators of progress
- % of planned activities delivered on time and within budget
- % of stakeholders assisted who report enhanced understanding on various issues (elaborated in the survey) following UNCTAD technical assistance
- % of stakeholders assisted (disaggregated by type, level, gender, country, etc.)
- No of revisions (by country) to the country's trade and related policies, institutional frameworks and regulations
- No. of countries assisted that accede to the WTO
### PILOT

#### SUPPORT TO GRADUATION FROM LDC STATUS

**Supporting Structural Progress Towards Graduation**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs (short term)</th>
<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
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</thead>
<tbody>
<tr>
<td>• Prepare vulnerability profiles of graduating countries, and inventories of LDC benefits effectively utilized and evolving needs for special treatment</td>
<td>• Increased awareness, among policy makers, of the likely consequences of graduation, notably of possible losses of benefits</td>
<td>• Implementation by graduating countries of smooth transition strategies as recommended by UNCTAD</td>
<td>• Smooth transition of LDCs to post-LDC status, i.e. without abrupt losses of important benefits</td>
<td>• SDG 8.1.1 Annual growth rate of real GDP per capita</td>
</tr>
<tr>
<td>• Prepare smooth transition strategy documents for graduating countries, with options for negotiating with development partners measures to prevent abrupt losses of LDC benefits</td>
<td>• Enhanced ability of policy makers to formulate and implement smooth transition strategies to prevent disruption in economic progress after graduation</td>
<td>• Implementation by graduating countries of resilience-building strategies as recommended by UNCTAD</td>
<td>• Continued structural economic progress without LDC treatment after graduation</td>
<td></td>
</tr>
<tr>
<td>• Prepare resilience-building strategy documents for graduating countries, to support relevant policy-making before and after graduation</td>
<td>• Enhanced ability of policy makers to make structural economic progress possible after graduation, e.g. toward greater economic resilience</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key assumptions**

- Availability of adequate human and financial resources for UNCTAD to be able to implement the activities
- Readiness of national counterpart persons and institutions in each beneficiary country to fully cooperate with UNCTAD in the activities
- Fear of graduation, among policy makers, is dispelled and countries see reclassification as evidence of their ability to achieve structural economic progress

**Indicators of progress**

- Preparation of one vulnerability profile; and/or one smooth transition strategy document; and/or one resilience-building strategy document engaged in each beneficiary country
- Planned activities completed on time and within budget

- % of stakeholders assisted who report (through surveys) enhanced understanding on increased awareness and ability following UNCTAD technical assistance
- Relevant measures taken by policy makers in beneficiary countries in accordance with UNCTAD recommendations
- Structural economic progress perceptible, after at least three years, through measurable economic diversification toward sectors with greater value addition

**Direct:** Target 8.1 Sustain per capita economic growth in accordance with national circumstances, and 7% GDP growth in LDCs

**Indirect:**
# DMFAS – DEBT MANAGEMENT AND FINANCIAL ANALYSIS SYSTEM

## Improving Capacities for Effective Debt Management

### Activities

- Develop DMFAS system and capacity-building materials
- Deliver DMFAS system, training and support to countries through technical cooperation projects
- Provide ongoing Helpdesk support and advice to countries
- Participate in joint activities with partner organisations

### Outputs (short term)

- Government information systems for effectively managing complete, up-to-date and reliable debt databases
- Enhanced knowledge of National Debt Management Offices (DMOs) of debt management procedures and best practices
- More effective debt reporting and improved accessibility/availability of debt information
- Improved operational risk management
- Strengthened integration of debt management within Public Finance Management (PFM)

### Outcomes (medium term)

- National Debt Management Offices better record, process, monitor, report, disseminate, and analyze the country’s public debt
- Enhanced transparency of debt information

### Impact (long term)

- Governments manage their debt effectively and sustainably, in support of poverty reduction, development and good governance

### SDGs of focus

- Direct: Target 17.4
  - Assist long-term debt sustainability in developing countries through coordinated policies

- Indirect:
  - Political will to coordinate policies for long-term debt sustainability and reduction of debt distress
  - Stable and favourable economic, political and institutional environment

### Key assumptions

- Sufficient funds available from donors and cost-sharing to cover core programme activities
- Adequate financing available for country project implementation
- Partner organizations and consultants meet pre-defined quality standards
- Countries fully support project implementation
- Governments request UNCTAD assistance
- Availability of government resources for the design and implementation of complementary reforms
- Necessary complementary institutional and organizational reforms implemented
- Trained DMO staff are retained
- Efficient and effective cooperation with partners (World Bank, IMF, regional development banks and organizations)

### Indicators of progress

- No. of institutions per country assisted actively using the DMFAS system
- % of public, publicly guaranteed debt and private debt recorded in the DMFAS system by country
- No. of countries assisted using DMFAS for meeting their obligations and commitments to report to the World Bank and the IMF
- No. of countries assisted where DMFAS is integrated with government budget, accounting or treasury systems
- No. of countries assisted where DMFAS data is used for Debt Portfolio Analysis, Medium Term Debt Strategies and Debt Sustainability Analysis

- No. of DMFAS countries showing improvements in debt management capacity
  - For example,
    - Public Expenditure & Financial Assessment (PEFA) Reports
    - Debt Management Performance Assessments (DeMPA)
  - No. of DMFAS countries showing an improvement in their External debt to GNI ratio
  - No. of DMFAS countries showing an improvement in their Public & Publicly guaranteed debt service to GNI ratio

- SDG 17.4.1 Debt service as a proportion of exports of goods and services
## Activities

- Prepare gender-responsive policy papers e.g. on legal problems facing Palestinian traders, pre-requisites for compliance with international laws and regulations, trade facilitation issues and other topical issues of relevance to the Palestinian shipping community
- Deliver needs-based training and advisory services to the Palestinian Shippers Council (PSC)
- Identify and establish new partnerships with relevant national, regional and international institutions
- Clearance of UNCTAD staff and international consultants to travel to the Occupied Palestinian Territory
- Availability of national professionals, experts and staff to partner with UNCTAD

## Outputs (short term)

- Improved structural and management capacities (networking, partnerships, etc.) of the PSC
- Improved knowledge and skills of the PSC in the legal aspects of, and best practices in, trade facilitation
- Improved capacities of the PSC to resolve trade-related legal cases
- Strategy for consolidating and sustaining the PSC’s institutional capacity
- Increased skills of PSC staff to deliver quality and relevant training and advisory services

## Outcomes (medium term)

- Increased effectiveness of the PSC in trade facilitation, strategic management, and targeted expertise training
- Shipping needs of Palestinian Firms are better served (f/m)
- Improved capacities of the PSC to resolve trade-related legal cases
- Strategy for consolidating and sustaining the PSC’s institutional capacity
- No major destruction in the security and political situation imposed by the occupying authority

## Impact (long term)

- Improved trading conditions for Palestinian shippers (exporters and importers)
- No major destruction in the security and political situation imposed by the occupying authority
- SDG 17.11.1 Share of global exports

## SDGs of focus

- Direct: Target 17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports

## Key assumptions

- % of planned activities implemented on time and within budget
- % of staff trained (disaggregated by gender, level, etc.)
- Attendance rate of participants
- No. of local “trainers” trained
- No./type of new partnerships established

## Indicators of progress

- % of project "satisfied" with training and policy papers
- % of local “trainers” delivering training
- No. and type of actions taken by the PSC to implementation UNCTAD recommendations
- % of Palestinian shippers experiencing improvement in shipping their goods
- SDG 17.11.1 Share of global exports
<table>
<thead>
<tr>
<th>Activities</th>
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</tr>
</thead>
</table>
| • Update the 'Diagnostic Trade Integration Study' (DTIS)  
• Workshops and advocacy papers on how to mainstream trade in development plans  
• Support the Ministry of Trade/Commerce in advocating for the mainstreaming of trade issues in development plans with other line ministries  
• Workshops on trade facilitation, transport and transit | • DTIS action matrices with series of trade priority issues to be addressed in the development plan  
• Increased understanding of government and private sector of the role of trade in economic development | • Trade priority issues clearly inserted in LDC developments plans  
• Increased investment by the private sector in manufacturing and building services capacity  
• Regional initiatives to address cross border issues like trade facilitation, transport and transit undertaken where necessary | • Countries mobilize trade more effectively for greater economic growth, sustainable development and poverty reduction | Direct: Target 17.11  
Increase the exports of developing countries with a view to doubling LDCs share of global exports  
Indirect: |
| • Implementation of complementary measures  
• Willingness of Governments to establish sub regional dialogue for implementation of EIF regional activities | • Action matrices are prioritized by the Government  
• Clear national lead in implementing action matrices  
• Private sector supports the Ministry of trade in mainstreaming efforts  
• Identification through EIF of the ‘right’ trade issues to be inserted in development plans | • Ministry of Trade capable and ready to implement reforms  
• Private sector responsive to market reforms | • Government and institutions understand the wider notion of trade | |
| • % of planned activities delivered on time and within budget  
• No. of DTIS updates  
• No. of workshops undertaken to support LDCs in mainstreaming trade issues (disaggregated by country participants [level, sector, gender], etc.) | • No. of countries assisted where the trade issues contained in the action matrices are prioritised by the Ministry of Trade  
• No. of countries assisted which select a TIER 2 project linked to trade reforms and/or structural reforms of the regulatory framework | • Prominence of trade issues in government development plans  
• No. of countries assisted who implement trade reforms in the proposed areas  
• World Bank business climate indicator  
• Amount of financial resources allocated domestically to undertake reforms | • SDG 17.11.1  
Developing countries’ and least developed countries’ share of global exports | |

**Indicators of progress**

- % of planned activities delivered on time and within budget
- No. of DTIS updates
- No. of workshops undertaken to support LDCs in mainstreaming trade issues (disaggregated by country participants [level, sector, gender], etc.)
- No. of countries assisted where the trade issues contained in the action matrices are prioritised by the Ministry of Trade
- No. of countries assisted which select a TIER 2 project linked to trade reforms and/or structural reforms of the regulatory framework
- Prominence of trade issues in government development plans
- No. of countries assisted who implement trade reforms in the proposed areas
- World Bank business climate indicator
- Amount of financial resources allocated domestically to undertake reforms
**RULES OF ORIGIN, GEOGRAPHICAL INDICATIONS, MARKET ACCESS**
**SUPPORTING LEAST DEVELOPED COUNTRY PARTICIPATION IN INTERNATIONAL TRADE**

### PILOT Activities

- Deliver tailored training to Geneva and capital based delegates and private sector on market access and Rules of Origin (RoO)
- Research and analysis on the utilization of trade preferences and market access for LDCs
- Identify cases of manufacturing in LDCs where RoO are creating obstacles to utilization of trade preferences
- Prepare handbooks for the private sector on how to use trade preferences and comply with RoO and related requirements

### Outputs (short term)

- Enhanced capacity of Geneva and capital based delegates to advocate and negotiate for improved DFQF and RoO at WTO and bilaterally with preference giving countries
- Increased understanding of private sector on trade and investment opportunities from trade preferences and market access, and necessary steps to integrate into Global Value Chains (GVCs) and comply with RoO
- Increased flow of information between delegates and private sector

### Outcomes (medium term)

- Decisions at multilateral or national level to improve current market access and RoO for LDCs
- Increased utilization rates of existing trade preferences and trade flows by LDCs
- Diversification of exports of LDCs and insertion in GVCs

### Impact (long term)

- Increased exports earnings and productive capacity
- Investments in LDC to harness market access opportunities and favourable RoO

### SDGs of focus

- Direct: Target 17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports
- Indirect:
  - Key assumptions
    - Active engagement of Governments and private sector
    - Technical knowledge of delegates and of private sector representatives
  - Indicators of progress
    - No. of workshops (disaggregated by topic, participants, country, etc.)
    - No. of research publications that meet pre-defined quality standards
    - No. of handbooks with accurate and updated information
    - No. of contacts for negotiations and advocacy activities (by type and country)
    - Quality of interventions and submission by LDC delegates at WTO or other bilateral meetings
    - No. of bilateral engagements (by country) with Preference giving countries on technical debates
    - No. of concrete cases by country from private sector of existing RoO as obstacles to the utilization of trade preferences
    - Utilization rate of trade preferences by the private sector
    - No. of countries assisted where private sector advocates for reforms
    - No. of preference giving countries with legislative reforms of DFQF and RoO
    - Utilization rate at tariff line level of trade preferences granted to LDC by preference giving countries
    - Utilization rate of existing DFQF schemes
    - Diversification of exports (COMTRADE)
    - Value of exports
    - FDI inflows
    - SDG 17.11.1 Developing countries’ and least developed countries’ share of global exports
### Activities
- Conduct surveys in cotton producing countries to analyse the value chains of cotton by-products
- Develop and deliver tailored training, based on UNCTAD research (including country case studies), to policy makers and other government officials on the development potential of cotton and its by-products
- Provide advice to government officials, civil society and other stakeholders on actions and policies to improve the value-added of cotton by-products
- Commitment of cotton stakeholders and partners
- Financial contribution by partners
- Cotton is in the agricultural development plan/strategy
- Implementation arrangements in place for capacity-building

### Outputs (short term)
- Improved capacity of cotton value chain stakeholders (government officials, private sector, farmers’ associations, etc.) to assess the potential value, market situation and prospects for cotton and its by-products
- Improved capacity of policymakers to (a) formulate evidence-based policies that improve the value-added of cotton by-products; and (b) devise investment profiles to attract potential investors
- Platform, resources etc. are available to implement policies

### Outcomes (medium term)
- Implementation of trade and investment policies to enhance the value-added of cotton and its by-products
- Investment profiles that allow potential investors to assess the business viability of cotton and its by-products
- Reliable data are available to assess the viability of investments in cotton sector

### Impact (long term)
- Improved cotton production and the value-added of cotton and its by-products processing in Africa
- The cotton sector is a priority for the government

### Key assumptions
- % of planned activities implemented on time and within budget
- No. of countries assisted with up-to-date data on the cotton sector
- No. of persons trained (disaggregated by type, level, gender, country, etc.)
- % of project beneficiaries (by country) "satisfied" with training

### Indicators of progress
- No. of countries assisted with a national action plan\(^2\) for increasing the value-added of cotton production and processing (adopted by cotton value chain stakeholders)
- No. of countries assisted with cotton sector tailored investment profiles (to attract investors)
- No. of countries assisted that have policies to enhance the value-added of cotton by-products
- No. of countries assisted that have implemented action plans to improve the value-added of cotton sector
- Value of cotton production
- Value of cotton and cotton by-product exports Proportion of the population below the poverty line (in cotton communities)
- Manufacturing value-added of cotton and its by-products as a % of GDP

### SDGs of focus
- Direct: Target 8.2 Achieve higher economic productivity through diversification, technological upgrading and innovation
- Indirect: SDG 8.2.1 Annual growth rate of real GDP per employed person

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\(^2\) The national action plan is a road map which will contribute to promoting cotton sector. The action plan will clarify what resources are required; formulate a timeline for specific actions to be completed; and, determine the role of each stakeholder.
### Indicators of progress

<table>
<thead>
<tr>
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<tr>
<td>Policy and/or technical studies on the implementation of BioTrade activities or related topics (e.g. NTMs, Nagoya Protocol, traceability systems and/or sourcing practices for selected BioTrade species and countries)</td>
<td>Recommendations for overcoming selected regulatory gaps or barriers affecting key BioTrade sectors</td>
<td>Mainstreaming of BioTrade in relevant multilateral, regional and national processes</td>
<td>Key stakeholders (governments, rural communities, companies) engage in sustainable use and trade in biodiversity-based products and services</td>
<td>Direct: Target 15.9 Integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts</td>
<td></td>
</tr>
<tr>
<td>Disseminate, raise awareness and/or provide technical assistance to relevant stakeholders (government, private and civil society) on topics analysed and recommendations made</td>
<td>Recommendations for integrating BioTrade into relevant development process, policies and strategies (e.g. NTMs, Nagoya Protocol, traceability systems and/or sourcing practices)</td>
<td>Increased awareness and knowledge of partners, policy makers, private sector and other related stakeholders to implement BioTrade concept and/or methodologies in a coherent manner</td>
<td>Availability of resources at UNCTAD and national, regional and international partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build consensus and/or knowledge through Global BioTrade Congress and other events</td>
<td>Increased awareness and knowledge of partners, policy makers, private sector and other related stakeholders to implement BioTrade concept and/or methodologies in a coherent manner</td>
<td>Willingness of governments, private sector and civil society and donors to collaborate</td>
<td>Willingness of all stakeholders to share information and experiences</td>
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<tr>
<td>Availability of resources for UNCTAD and national, regional and international partners</td>
<td>Willingness of governments, private sector and civil society and donors to collaborate</td>
<td>Receptiveness of stakeholders to the policy options, strategies and/or recommendations</td>
<td>Interest and commitment to developing BioTrade and related multilateral environmental agreements and protocols</td>
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<td>Willingness of all stakeholders to share information and experiences</td>
<td>Receptiveness of stakeholders to the policy options, strategies and/or recommendations</td>
<td>No. of measures to overcome regulatory gaps and/or barriers affecting key BioTrade sectors proposed and discussed with relevant stakeholders</td>
<td>Availability of accurate data</td>
<td></td>
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<tr>
<td>Interest and commitment to developing BioTrade and related multilateral environmental agreements and protocols</td>
<td>No. of recommendations, policy options, legal and policy advice, and tools related to BioTrade issues validated by BioTrade partners and other stakeholders</td>
<td>No. of recommendations for overcoming selected regulatory gaps or barriers affecting key BioTrade sectors</td>
<td>Positive market trends for BioTrade</td>
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<td>Availability of accurate data</td>
<td>% of surveyed respondents who “agree” and “mostly agree” that UNCTAD’s BioTrade events (e.g. Congress) are relevant for experience sharing, enhance their knowledge on BioTrade and/or foster coherence</td>
<td>No. of recommendations for integrating BioTrade into relevant development process, policies and strategies (e.g. NTMs, Nagoya Protocol, traceability systems and/or sourcing practices)</td>
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<td>Positive market trends for BioTrade products and services</td>
<td>% of surveyed respondents who “agree” and “mostly agree” that their awareness and knowledge to implement BioTrade concept and/or methodologies in a coherent manner has increased</td>
<td>% of plans activities implemented on time and within budget</td>
<td>No. of studies developed with stakeholders working on BioTrade and BioTrade-related issues; No. of downloads</td>
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<tr>
<td>Availability of resources for UNCTAD and national, regional and international partners</td>
<td>% of partners that receive technical assistance (country, sector, etc.)</td>
<td>No. of measures to overcome regulatory gaps and/or barriers affecting key BioTrade sectors proposed and discussed with relevant stakeholders</td>
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<td>% of plans activities implemented on time and within budget</td>
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### Activities

- Coordinate the Voluntary Peer Review on Competition Law and Policy
- Review and revise the competition law of the country, draft secondary legislation (e.g. related to specific aspects of competition law enforcement)
- Develop competition policy framework
- Develop institutional framework, in consultation with the competition authority
- Develop and deliver training to competition authority staff, Commissioners/Board members and for judges
- Advocate changes to government officials, sector regulators, academia, business, consumer protection agencies, lawyers

### Outputs (short term)

- Report of the Voluntary Peer Review, including findings and recommendations on how to improve the competition regime
- Revised competition law, secondary legislation and competition policy framework to be adopted by Parliament
- Institutional framework
- Increased skills of competition authority staff, Commissioners/Board members, and judges for competition law enforcement
- Increased understanding of all stakeholders on the importance of competition for economic development and the business environment

### Outcomes (medium term)

- Effective enforcement of competition law
- Improved policy and legislative framework for competition policy and law enforcement
- Improved institutional framework and better functioning of the competition authority
- Enhanced competition culture

### Impact (long term)

- Improved competitiveness of developing countries and countries with economies in transition

### SDGs of focus

- Direct: Target 8.3
  - Promote development-oriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs financial services

### Key assumptions

- Cooperation of national partners
- National ownership of the project
- Competition Authority staff allocated to assist UNCTAD
- Availability of qualified international and local consultants as required
- Participants are receptive to new ideas or issues in competition law and policy

### Indicators of progress

- % of planned activities completed on time and within budget
- Monthly/quarterly implementation rates
- No. of persons trained (disaggregated by type, level, gender, country, etc.)
- No. and type of advocacy tools used (radio, TV, etc.) by country
- % of persons trained who respond that they their "understanding of competition law and policy has improved" following UNCTAD assistance
- No. of countries assisted that undertake advocacy meetings to policymakers and wider public on the benefits of competition law and policy
- % of Peer Review recommendations implemented 5 years after report
- Revised/new law, regulations and/or guidelines adopted
- Recommended changes made to the structure of the competition authority
- No. of competition cases handled per year
- No. of complaints received per year
- Global Competitiveness Index (World Economic Forum) [monitored for 10 years following the project]

### Indirect:

- Stable and favourable political situation
- Economic and trade policies that encourage market access of new entrants
- Political will to implement the recommendations
- Society is receptive to cultural changes
- % of Peer Review recommendations implemented 5 years after report
- Revised/new law, regulations and/or guidelines adopted
- Recommended changes made to the structure of the competition authority
- No. of competition cases handled per year
- No. of complaints received per year
- Global Competitiveness Index (World Economic Forum) [monitored for 10 years following the project]

### SDG 8.3.1 Proportion of informal employment in non-agriculture employment, by sex
## eREGULATIONS AND eREGISTRATIONS SYSTEMS
### Simplifying Procedures to Improve National Business, Investment and Trade Climates

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs (short term)</th>
<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
<th>Indicators of progress</th>
</tr>
</thead>
</table>
| • Create and install online information portals on administrative procedures (eRegulations) and online transactional single windows allowing businesses to deal simultaneously with various administrations (eRegistrations)  | • Transparent information on business, investment and trade procedures (enterprise creation, land acquisition, activity licenses, construction permits, import-export, etc.)  | • Easier business compliance, and less corruption in the public service, since procedures are known and simpler  | • Formalize informal activities (in many developing countries, more than 50% of the population works in the informal sector) and stimulate business, investment and trade  | 8.3 Develop effective, accountable and transparent institutions at all levels  | • % active population paying taxes  
• Increased number of countries listed in GER.co  
• Increased number of countries with improved assessment in GER.co  
• Increased number of procedures businesses and citizens have access to online  
• Increased number of civil servants trained in on the basic principles of administrative efficiency  |
| • Train local staff in administering and expanding the online tools  | • Simplified procedures (average decrease of 50% in steps and requirements) without changing the regulations  | • Decreased administrative cost for businesses  |  |  | • Information portal accessible online  
• Online services operational  
• No. of procedures published online (by country)  
• No. of local staff engaged in documenting, simplifying and automating procedures (by country, gender, level, etc.)  |
| • Promote awareness and use of online information and services among businesses, citizens and civil servants  | • Operational online services through single windows  | • Progressive shift towards user-centric administration  |  |  | • Online services operational  
• No. of visits to information portal (by country)  
• No. of users of online services (by country and type)  
• No. of steps and requirements in procedures  |
| • National partners are engaged and committed to transparency and efficiency  | • Increased local capacity in implementing eGovernment services  | • Political commitment to democratic governance  |  |  | • % of active population paying taxes  
• Increased number of countries listed in GER.co  
• Increased number of countries with improved assessment in GER.co  
• Increased number of procedures businesses and citizens have access to online  
• Increased number of civil servants trained in on the basic principles of administrative efficiency  |
| • Availability of national experts  |  |  |  |  |  |  |

Indirect:  
Target 8.3 Promote development-oriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs  
Target 16.6 Develop effective, accountable and transparent institutions at all levels  

Direct:  
8.3.1 Proportion of informal employment in non-agriculture employment, by sex
# TRADE FACILITATION
EMPOWERING NATIONAL TRADE FACILITATION COMMITTEES FOR EASIER AND FASTER TRADE

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs (short term)</th>
<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
</tr>
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<tbody>
<tr>
<td>• Advisory services to National Trade Facilitation Committee (NTFC) on its ToRs, financing, membership, institutional setting, Secretariat, etc.</td>
<td>• Increased capacity of NTFC Members of the NTFC Secretariat to understand and implement TF reforms</td>
<td>• Functioning and sustainable NTFC that provides the necessary multi-stakeholder consultative mechanism for Trade Facilitation oversight and reform, as per the WTO Bali Trade Facilitation Agreement</td>
<td>• Implementation of trade facilitation procedures and initiatives at national, regional and international levels</td>
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<tr>
<td>• Develop and deliver needs-based training, examinations, certificates, etc. with expert partners</td>
<td>• Minimum conditions in place for the NTFC to function in a sustained way (UNCTAD certification)</td>
<td>• Willingness of government to implement changes</td>
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<tr>
<td>• Certify NTFC and NTFC members (UNCTAD Certificate)</td>
<td></td>
<td>• Adequate financial and human (including technical skills) resources</td>
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<table>
<thead>
<tr>
<th>Key assumptions</th>
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<tbody>
<tr>
<td>• National partners are engaged and meet deadlines</td>
<td></td>
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<tr>
<td>• Availability of national experts</td>
<td></td>
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<tr>
<td>• Participants are engaged in the training, attend every day and do the necessary follow-up work to pass the certification exam</td>
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<tr>
<td>• NTFC is adequately resource (human and financial)</td>
<td></td>
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<tr>
<td>• Appropriate membership of NTFC (type of stakeholder, level, etc.)</td>
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<tr>
<td>• Certified NTFC members remain in position long enough to implement changes</td>
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</table>

<table>
<thead>
<tr>
<th>Indicators of progress</th>
<th></th>
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<tbody>
<tr>
<td>• % of planned activities completed on time and within budget</td>
<td></td>
</tr>
<tr>
<td>• No. of persons trained (disaggregated by type, level, gender, country, etc.)</td>
<td></td>
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<tr>
<td>• Attendance rate</td>
<td></td>
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<tr>
<td>• % of person trained (by country) who are &quot;satisfied&quot; or &quot;very satisfied&quot; with the training</td>
<td></td>
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<tr>
<td>• % of person trained (by country) that obtain certification</td>
<td></td>
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<tr>
<td>• No. of NTFCs reported in the UNCTAD Repository of National TF Bodies; % NTFCs created with UNCTAD assistance</td>
<td></td>
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<tr>
<td>• % of NTFCs certified</td>
<td></td>
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<tr>
<td>• % of countries assisted that have documents drafted for fully functioning NTFC (i.e. ToRs, regulations, etc.)</td>
<td></td>
</tr>
<tr>
<td>• No. of NTFC meetings (by country)</td>
<td></td>
</tr>
<tr>
<td>• No. and type of decisions taken by the NTFC (by country)</td>
<td></td>
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<tr>
<td>• No. and type of policy recommendations by the NTFC (by country)</td>
<td></td>
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<tr>
<td>• No. of countries assisted that give notification of category A to the WTO Trade Facilitation Agreement</td>
<td></td>
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<tr>
<td>• World Bank Doing Business Index</td>
<td></td>
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<tr>
<td>• World Bank Logistics Performance Index</td>
<td></td>
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<tr>
<td>• UNCTAD Liner Shipping Connectivity Index</td>
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</table>

Direct: Target 10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions
Target 16.6 Develop effective, accountable and transparent institutions at all levels

Indirect:
### ASYCUDA – AUTOMATED SYSTEM FOR CUSTOMS DATA
**STREAMLINING CUSTOMS MANAGEMENT**

#### Activities
- Deliver ASYCUDA Training to Customs staff and private sector operators
- Implement customs regulations and procedures within ASYCUDA
- Adapt and configure ASYCUDA system to national requirements and operational needs

#### Outputs (short term)
- Increased capacity in Customs National Project team to manage and operate ASYCUDA
- Reformed Customs Regulation defined, documented and published
- Customs and trade data produced from ASYCUDA

#### Outcomes (medium term)
- Use of ASYCUDA for procedures handling import, export and transit operation in accordance with national regulation, international standards, and best practice
- Increased availability of timely and accurate statistical data
- Increased efficiency of customs administration (e.g. reduction in goods clearance time and increase in revenue collection)
- Increased transparency of transactions

#### Impact (long term)
- Civil peace maintained in the region
- Customs provides the requisite number of full time Customs trained personnel for National Project Team

#### SDGs of focus

**Direct: Target 9.1**
Quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure

**Indirect:**
- SDG 9.a.1 Total official international support (ODA plus other official flows) to infrastructure
- SDG 17.1.1 Total government revenue as a proportion of GDP, by source
- SDG 17.1.2 Proportion of domestic budget funded by domestic taxes

#### Key assumptions
- Team and provision of suitable premises at each of the identified customs locations
- Staff retention policy in place
- Coordination and cooperation among all Project stakeholders
- Adequate human resource management policy

#### Indicators of progress
- System Prototype developed
- No. of training sessions delivered by National Trainers (No. of customs staff trained; no. of private sector operators trained)
- National Team fully operational
- Customs legislation streamlined
- Revised Customs procedures
- No. of clearance steps/procedures
- Customs data made available
- Trade data made available in accordance with SLA
- % of declarations presented in Customs Office processed through ASYCUDA
- Use of trade statistics by various Government institutions and stakeholders in general
- International Transparency Ranking
- Compliance rates
- No. of frauds detected/potential loss of revenue
- % revenue collection X months after computerization of the Customs Office
- CPI (Corruption Perception Index)
- Clearance time (ASYPM indicators)
- Revenue collection (ASYPM indicators)
- WB’s ”Doing Business” Logistics Performance Index
THE UNCTAD STATISTICS PROGRAMME
MAKING THE NUMBERS ADD UP TO IMPROVED POLICY RECOMMENDATIONS

Activities
- Design and deliver harmonised methodology and questionnaire and IT system
- Design and deliver training to WAEMU Commission and member states using e-learning SITS modules in cooperation with WTO, UNSD
- Provide on-going support to WAEMU Commission and member states
- Liaise with SADC and COMESA to maximise cooperation and scalability

Outputs (short term)
- Harmonised data structures, methodology, questionnaire and IT production system
- Joint UNCTAD - WTO - UNSD e-learning modular course on SITS in several languages
- UNCTAD SITS IT & production system and e-learning course available to other regions of the world

Outcomes (medium term)
- Improved harmonisation of SITS in WAEMU
- Enhanced e-learning training on SITS
- Opportunity for wider regional scalability of UNCTAD SITS system and e-learning training

Impact (long term)
- Strengthen the quality and harmonization of statistics on internationally trade in services (SITS) for countries of the West African Economic and Monetary Union (WAEMU)

Key assumptions
- Continued cooperation with ASYCUDA, Train-for-Trade, WTO and UNSD
- Commitment of partners

Indicators of progress
- SITS production system delivered and install on time and within budget
- No. of persons trained
- All WAEMU member states using same questionnaires and production system by end 2018
- E-learning SITS available in at least 3 languages by end 2018
- Harmonised SITS being compiled by all WAEMU member states by end 2018
- E-learning SITS used successfully in WAEMU by end 201; Pass Rates > 60%
- All WAEMU member states using UNCTAD SITS system to compile SITS
- SDG 17.19.1 Dollar value of all resources made available to strengthen statistical capacity in developing countries

SDGs of focus
Direct: Target 17.19
Support statistical capacity-building in developing countries

Political stability
- No epidemics or natural disasters in the region
- Availability of human and financial resources

No epidemics or natural disasters in the region
Availability of human and financial resources
# The Sustainable Stock Exchanges Initiative
**Promoting Good Environmental, Social and Corporate Governance**

## Activities
- Develop relevant research, tools and publications
- Develop and update databases of sustainability initiatives at stock exchanges, regulatory initiatives and listing rules and financial products that incorporate ESG data
- Provide on-going technical support to exchanges (including through financial assistance to LDCs to engage with the SSE)
- Promote the sharing of best practices and lessons learned among stock exchanges and with leaders in the field on sustainability practices (including through SSE Global and Regional Dialogues)
- Advocate SEE benefits and progress

## Outputs (short term)
- SSE Model Guidance for exchanges to adapt to their local market
- Increased capacity of exchanges for developing guidance on ESG reporting
- Increased knowledge of good practices and lessons learned on ESG disclosure and SDG related financial products
- Promotion of financial products for sustainable development on stock exchanges
- Comprehensive online database of regulatory and stock exchange sustainability reporting initiatives and sustainability related financial instruments
- All stock exchanges provide a published guidance document to listed companies on sustainability reporting
- An increase in the no. of stock exchanges and capital market regulators that incorporate ESG factors into their listing requirements and financial products
- Increased consensus among stock exchanges and their regulators on sustainability practices
- Increased alignment between capital market signals and SDGs

## Indicators of progress
- % of planned activities completed on time and within budget
- No. of countries assisted
- No. of SSE Dialogues

## Key assumptions
- Availability of partners and adequate human resources to meet deliverables within planned timeframe and budget.
- Receptiveness of participants to SSE ideas and requirements
- Availability of data

## Outcomes (medium term)
- Use of reporting and financial products by the investment community; influence of ESG information and indices on corporate sustainability practices

## Impact (long term)
- Increased and improved corporate sustainability reporting
- Increased and improved use of SDG related investment products (e.g. green bonds, ESG indices)
- Increased consensus among stock exchanges and their regulators on sustainability practices
- Increased alignment between capital market signals and SDGs

## SDGs of focus
- SDG 12.6.1 No. of stock exchanges and regulators with either guidance or rules on sustainability reporting.
- SDG 17.16 No. of stock exchanges who are members of the SSE and no. of other stakeholders (investors, regulators, companies, civil society) engaged in SSE events and workstreams
- SDG 13.3 No. of green finance products and size of green finance market
- SDG 5.5 No. of women on corporate boards and in management

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**Direct:** Target 12.6
Encourage sustainable practices and sustainability reporting by companies, especially large and transnational companies

**Indirect:**
## PILOT Activities Aiming at Transparency

### Description

- Implement the ADT
- Provide guidance and advisory services to stakeholders at national, regional and international levels on enhancing the corporate reporting infrastructure
- Deliver training and capacity-building on sustainability and SDG reporting to stakeholders
- Deliver training and capacity-building on financial literacy and accounting for MSMEs
- Build consensus on standards and corporate reporting guidance at the ISAR sessions

### Outputs (short term)

- Increased institutional capacity of countries to enhance their accounting and reporting infrastructure for high quality reporting, corporate transparency, governance and accountability
- Increased capacity of countries to formulate an implement sustainability reporting requirements and reporting requirement for MSMEs
- Improved financial literacy of MSMEs and their enhanced access to finance

### Outcomes (medium term)

- Design and implementation of strategies and policies by countries to attract and benefit from investment in sustainable development
- Availability of reliable and comparable data on the contribution of the private sector towards attaining the SDGs

### Impact (long term)

- Improved business environment in beneficiary countries: countries attract and benefit from investment in sustainable development

### SDGs of focus

Direct: Target 12.6
Encourage sustainable practices and sustainability reporting by companies, especially large and transnational companies

Indirect: Indirect:

12.6.1 Number of companies publishing sustainability reports

### Key assumptions

- Availability of human and financial resources at country level
- Availability, interest and support of external leading experts
- Active engagement of national stakeholders and receptiveness to sustainability reporting and accounting for MSMEs
- Participation of relevant stakeholders in ISAR session, and dissemination of consensus reached at country level

### Indicators of progress

- No. of countries implementing the ADT
- No. of workshops, webinars and other training offered in the area of corporate reporting, including sustainability reporting (by country)
- No. of participants (individuals) and participating countries taking part at the ISAR session (by gender, type, level, country, etc.)
- % of countries that have issued legislation or regulation with regard to sustainability reporting
- No. of actions taken (legislation, regulation, government programs, partnerships) related to MSMEs’ access to finance (by country)
- No. of countries assisted using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, business linkages and corporate reporting

<table>
<thead>
<tr>
<th>SDG 12.6.1 Number of companies publishing sustainability reports</th>
<th>SDGs of focus</th>
<th>Direct: Target 12.6</th>
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</table>
**Activities**

- Analyse the distinct effect of economic policies, esp. trade policy, on men and women, and identify gender-based constraints to inclusive development
- Advise governments on strategies and policy measures to overcome constraints to women’s economic empowerment
- Deliver training, including through online courses, to policy-makers, researchers and civil society on the gender-differentiated impact of trade and on how to mainstream gender in trade policy
- Deliver training on quantitative methods to statisticians, planning officers with quantitative assignments and researchers for them to analyse the relationship between trade and gender
- Convene intergovernmental meetings these issues
- Pilot micro-level schemes to economically empower women through trade

**Outputs (short term)**

- Improved understanding by high-level government policy makers of the gender-differentiated impact of trade
- Increased skills of mid-level government planning officials, parliamentary staff and other stakeholders to design and implement gender-sensitive trade policies
- Strengthened capacity of academics and researchers for teaching and research on trade and gender

**Outcomes (medium term)**

- Gender is mainstreamed into trade policies through the routine performance of gender impact assessment for trade policy reform and through the integration of gender components in trade facilitation and logistics
- Policy space to mainstream gender into trade policies;
- Resources available at national level

**Impact (long term)**

- Increased trade opportunities for women and facilitating women’s access to more profitable markets
- Trade policy together with flanking policies to empower women.
- Policy coherence e.g. with education, labour and social policies

**SDGs of focus**

- SDG 8.3.1 Proportion of informal employment in non-agriculture employment, by sex
- SDG 8.3 Direct: Target 8.3 Promote development-oriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs
- SDG 5 Indirect: Effective partnerships with national counterparts
- Policy coherence e.g. with education, labour and social policies
- Consistency of regulations and policies, across policy areas

**Description**

- Analyse the distinct effect of economic policies, esp. trade policy, on men and women, and identify gender-based constraints to inclusive development
- Advise governments on strategies and policy measures to overcome constraints to women’s economic empowerment
- Deliver training, including through online courses, to policy-makers, researchers and civil society on the gender-differentiated impact of trade and on how to mainstream gender in trade policy
- Deliver training on quantitative methods to statisticians, planning officers with quantitative assignments and researchers for them to analyse the relationship between trade and gender
- Convene intergovernmental meetings these issues
- Pilot micro-level schemes to economically empower women through trade

**Key assumptions**

- Effective partnerships with national counterparts
- Arrangements in place for training
- Receptiveness of stakeholders to ideas, and extent to which gender mainstreaming is viewed as a priority by individual stakeholders

**Indicators of progress**

- No. of countries assisted
- No. of participants to training activities by gender, stakeholder group, country, etc.
- At least 80% satisfactory rating from participants
- No. of countries assisted that have taken steps to mainstream gender (e.g. national strategies and policies; sectoral studies and official documents; meetings and policy-dialogue initiatives; etc.)
- No. of countries that have taken steps to study the gender-differentiated impact of trade. For example, through:
  - Assessments of the implications for women of existing trade policies
  - Platforms, mechanisms, tools, etc. to mainstream gender
  - Awareness raising, increased dialogue on gender mainstreaming in trade policy
  - Increasing the availability of gender-disaggregated data and gender analysis

- No. of countries assisted that have systematically identify, predict and respond to the potential gender impacts of trade policy reform and/or that have integrated gender-specific components in trade facilitation and logistics
- No. of countries assisted that have implemented action plans to increase access for women to key markets
- Average daily hours spent on unpaid domestic and care work by women
- Gender wage gap, improved work conditions and social benefits in the export sector
- Increased trade opportunities for women and facilitating women’s access to more profitable markets
- Gender is mainstreamed into trade policies through the routine performance of gender impact assessment for trade policy reform and through the integration of gender components in trade facilitation and logistics
- Improved understanding by high-level government policy makers of the gender-differentiated impact of trade
- Increased skills of mid-level government planning officials, parliamentary staff and other stakeholders to design and implement gender-sensitive trade policies
- Strengthened capacity of academics and researchers for teaching and research on trade and gender

- Policy space to mainstream gender into trade policies;
- Resources available at national level

- Trade policy together with flanking policies to empower women.
- Policy coherence e.g. with education, labour and social policies

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- Policy space to mainstream gender into trade policies;
- Resources available at national level
### International Investment Agreements

**Benefiting from Investment Agreements for Development**

**Activities**
- Monitor trends in international investment agreements (IIAs) and Investor-State dispute settlement (ISDS)
- Update UNCTAD IIA and ISDS online databases
- Conduct research and policy analysis on sustainable-development (SD) oriented IIA reform (also covering ISDS)
- Deliver technical assistance (TA) and capacity-building (CB) services on IIAs and ISDS
- Convene Member States and multi-stakeholder community for sharing experiences and best practices on SD-oriented IIA reform
- Maintain IIA expert network (incl. negotiators, practitioners, academia, civil society etc.)
- Carry out communication and outreach activities

**Key Assumptions**
- Continued availability of resources (staff, funds, logistics)
- Continued mandate
- Continued relevance of the topic
- Continued demand for TA/CB
- Active participation of stakeholders in meetings

**Description**
- **Outputs (short term)**
  - Research products on trends in IIAs and ISDS: on-line databases, reporting/analytical papers, World Investment Report, etc.
  - Policy options for SD-oriented IIA reform
  - Enhanced capacity and understanding of policy makers/stakeholders about SD-oriented IIA reform
  - Knowledge generation through network of IIA experts
  - Platform for informed policy discourse on SD-oriented IIA reform

- **Outputs (medium term)**
  - Intensified and well-informed policy discourse on SD-oriented IIA reform
  - Policy options/recommendations are endorsed/implemented by individual governments (e.g. national-level reform actions)
  - Policy options/recommendations are endorsed/implemented by negotiating partners (e.g. for bilateral/regional results)

- **Outputs (long term)**
  - UNCTAD retains its key convening and advisory role
  - Countries continue using IIAs to increase foreign investment inflows/protect outward investment, in pursuit of SD objectives
  - Countries have capacity and resources to implement change

- **Indicators of progress**
  - % of planned activities delivered on time and within budget, including: no of stakeholders assisted (by type, level, gender, country/region, etc.); no. of meetings convened, no of papers

- **SDGs of focus**
  - Direct: 17.13 Enhance macroeconomic stability through policy coordination and policy coherence
  - 17.14 Enhance policy coherence for sustainable development
  - 17.15 Respect each country’s policy space and leadership

- **Indirect:**
  - 17.5 No. of national & investment policy reforms adopted that incorporate sustainable development objectives
  - 17.14 No. of countries that have ratified and implemented relevant international instruments
  - No. of constraints that are embodied in ODA or loan agreements, IIAs. RTAs etc.
### Activities

- Train nascent and established entrepreneurs (following Empretec’s behavioural approach)
- Advisory services to national institutions to establish Empretec centres, and to facilitate their integration into the global network
- Advisory services on standardization of training packages for target groups (e.g. youth, women, green or social entrepreneurs, rural farmers, etc.)
- Training and skills upgrading activities for suppliers, contractors, and multinational enterprises in value chains
- Develop entrepreneurship strategies and action plans
- Advisory services to national implementing partners to support SMEs participating into regional and global value chains

### Outputs (short term)

- Improved entrepreneurial competencies and behaviours of entrepreneurs
- Increased number of national implementing partners joining the Empretec Global Network
- Strengthened capacity of Empretec centres to deliver standardized and high-quality training and services to SMEs
- Increased capacity of national implementing stakeholders to introduce a holistic approach promoting entrepreneurship for development
- Increased capacity of national implementing partners to build and strengthen business linkages between domestic SMEs and large national/multinational enterprises

### Outcomes (medium term)

- Enhanced training by Empretec centres to entrepreneurs
- National Entrepreneurship strategies developed including action plans on regulatory environment. Education and skills development, access to finance, technology and innovation, and awareness and networking.
- Increased capacity of domestic SMEs able to participate in regional and global value chains

### Impact (long term)

- Increased number of entrepreneurs able to start, grow and sustain their enterprises, generating new jobs
- Effective entrepreneurial ecosystem
- Effective participation of small and medium enterprises into regional and global value chains
- Enhanced training by Empretec centres to entrepreneurs
- National Entrepreneurship strategies developed including action plans on regulatory environment. Education and skills development, access to finance, technology and innovation, and awareness and networking.

### SDGs of focus

- Direct: Target 8.3
  - Promote development-oriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs

- Indirect:
  - Policies and regulations for private sector dev.
  - Favourable regulatory environment and consistent administrative and fiscal procedures to open, operate, expand and close a business

### Key assumptions

- Interest and support from local implementing partners
- Adequate resources
- Availability of external contractors (mainly certified Empretec trainers, established Empretec centres and other experts)
- In-country access to IT, website and communication tools
- Empretec centres actively participate

### Indicators of progress

- % of planned activities delivered on time and within budget
- No. of Empretec centres joining the Empretec Global Network
- No. of entrepreneurs trained and/or assisted by national Empretec centres
- Sustained growth of entrepreneurship development workshops offered by Empretec centres on a yearly basis
- No. of small and medium-sized enterprises (by country) that, after receiving business linkages assistance, are integrated into value chains and/or are able to sell on international markets
- SDG 8.3.1 Proportion of informal employment in non-agriculture employment, by sex
THE VIRTUAL INSTITUTE
SHAPING POLICYMAKING DECISIONS IN AN ACADEMIC SETTING

Activities
- Development of Vi teaching materials on topical policy-relevant trade and development issues, including jointly with developing and transition country academics
- Development and delivery of Vi online courses, and regional and national professional development workshops for targeted audiences
- Coaching and mentoring by UNCTAD/Vi experts for researchers and university lecturers in drafting locally relevant research papers, and developing university courses and programmes

Outputs (short term)
- Increased availability of teaching materials on topical policy-relevant trade and development issues to university teachers and students in beneficiary countries
- Enhanced knowledge of policy-relevant trade and development issues among academics working on teaching and research projects for their countries
- Enhanced capacity of academics from the beneficiary country to develop teaching materials, deliver courses, and undertake research on trade and development issues relevant for their countries

Outcomes (medium term)
- Stronger local capacity in beneficiary countries to teach and research topical policy-relevant trade and development issues

Impact (long term)
- Formulation and implementation of home-grown evidence-based economic policies

SDGs of focus
- SDG 17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries

Direct: Target 17.9 Support national plans to implement all the SDGs

Indirect:

Key assumptions
- Interest and commitment of cooperating institutions and individual academics
- Availability of qualified trade economist(s) and consultants
- Availability of qualified candidates for Vi capacity-building activities
- Availability of reliable local partners for the national/regional face-to-face activities
- Availability of quality proposals by local academics.
- Availability of mentors

Indicators of progress
- No. of teaching materials and courses developed
- No. of countries assisted.
- No. of participants of Vi capacity-building activities by gender, country, etc.
- % of persons assisted who are "satisfied" or "very satisfied" with UNCTAD support
- % of users of Vi teaching materials reporting that the materials were "useful" or "very useful" for their work or studies
- % of beneficiaries reporting that Vi capacity-building activities "strengthened" or "considerably strengthened" their professional capacity
- No. of beneficiary countries where teaching was incorporated into local courses
- No. of beneficiaries who used the knowledge and skills from Vi capacity-building activities in their teaching and/or research
## Course on Key Issues on the International Economic Agenda – Paragraph 166

### Enhancing Policymaking and Negotiation Capacities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs (short term)</th>
<th>Outcomes (medium term)</th>
<th>Impact (long term)</th>
<th>SDGs of focus</th>
</tr>
</thead>
</table>
| - UNCTAD P166 courses held in five regional venues (over two-year period)  
- Development and adaptation of curricula to each region by UNCTAD  
- Six short courses (annually) to update Geneva-based delegates on the most developments on the international economic agenda  
- Collaboration with national institutions to deliver material that is in line with the national and regional economic context | - Enhanced understanding of course participants of economic, trade and development issues  
- Increased awareness of course participants of policy options to address development problems in LDCs and countries with economies in transition  
- Enhanced understanding of key stakeholders on UNCTAD’s mandates | - Strengthened capacity in policy formulation, dealing with economic and trade related issues | - Countries implement trade and development policies as per UNCTAD recommendations | Direct: Target 17.9  
Support national plans to implement all the SDGs  
Indirect:  
- Commitment of National Institutions in the multi-venues for where regional courses are held;  
- Continued interest and commitment of various UNCTAD Divisions, to ensure the delivery of a comprehensive programme  
- Availability of qualified national experts who are capable of delivering on all of national and regional context | | |
| Key assumptions | | | | |
| - Commitment of National Institutions in the multi-venues for where regional courses are held;  
- Continued interest and commitment of various UNCTAD Divisions, to ensure the delivery of a comprehensive programme  
- Availability of qualified national experts who are capable of delivering on all of national and regional context | - Dissemination of knowledge acquired by course participants | - Participants stay in position long enough to implement policy changes | - Complementary policies | |
| Indicators of progress | | | | |
| - No. of courses developed  
- No. of countries/regions assisted  
- No. of participants by gender, stakeholder group, country, etc.  
- % of course participants who are “satisfied” or “very satisfied” with course | - % of course participants who report enhanced understanding through surveys | | | |
| SDGs of focus | | | | |
| - SDG 17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries | |

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**Image Description:**

- The image represents a structured table and diagram outlining activities, outputs, outcomes, and impact related to enhancing policymaking and negotiation capacities. The table categorizes these elements into short-term, medium-term, and long-term perspectives, aligning with specific Sustainable Development Goals (SDGs) of focus.

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**Activity Examples:**

- UNCTAD P166 courses held in five regional venues (over two-year period)
- Development and adaptation of curricula to each region by UNCTAD
- Six short courses (annually) to update Geneva-based delegates on the most developments on the international economic agenda
- Collaboration with national institutions to deliver material that is in line with the national and regional economic context

**Output Examples:**

- Enhanced understanding of course participants of economic, trade and development issues
- Increased awareness of course participants of policy options to address development problems in LDCs and countries with economies in transition
- Enhanced understanding of key stakeholders on UNCTAD’s mandates

**Outcome Examples:**

- Strengthened capacity in policy formulation, dealing with economic and trade related issues
- Participants stay in position long enough to implement policy changes

**Impact Examples:**

- Countries implement trade and development policies as per UNCTAD recommendations

**Indicators of Progress:**

- No. of courses developed
- No. of countries/regions assisted
- No. of participants by gender, stakeholder group, country, etc.
- % of course participants who are “satisfied” or “very satisfied” with course

---

**SDGs of Focus:**

- Direct: Target 17.9  
  Support national plans to implement all the SDGs  
  Indirect:  
  - Commitment of National Institutions in the multi-venues for where regional courses are held;  
  - Continued interest and commitment of various UNCTAD Divisions, to ensure the delivery of a comprehensive programme  
  - Availability of qualified national experts who are capable of delivering on all of national and regional context

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**Image Elements:**

- The diagram uses icons and colors to visually represent the content, with a specific focus on SDG 17 related to partnerships for the goals.
## PILOT

### TRAINFORTRADE’S (TFT) PORT MANAGEMENT PROGRAMME

**ATTRACTION INTERNATIONAL TRADE THROUGH BETTER PORT MANAGEMENT**

<table>
<thead>
<tr>
<th>Activities</th>
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</tr>
</thead>
</table>
| • Create/extend Port Network for port operators to share knowledge and expertise | • Added value solutions to capacity, inefficiency problems for port communities | • Improved efficiency and competitiveness of port management services | • More effective participation of countries in the global economy | \[Direct: Target 9.1\]
| • Set up/support the National Steering Committee (NSC) who manage the programme locally | • Increased knowledge and skills for port management | • Port managers are able to apply strategic decisions and modern technics of port management contributing to port efficiency | \[Indirect: \]
| • Develop and administer the "Modern Port Management" Training of Trainers modules | | | \[SDG 9.1.2 Passenger and freight volumes, by mode of transport\]
| • Strengthen talent management and develop sustainable HR strategies for port management | | | \[\]|
| • Conduct capacity building workshops for port managers on 1) TFT methodology, 2) port management content, 3) port performance data collection and 4) the e-learning platform | | | \[\]|
| • Added value solutions to capacity, inefficiency problems for port communities | • Improved efficiency and competitiveness of port management services | • Commitment of member countries | \[\]|
| • Sufficient resources | • Countries’ are willing to implement proposed solutions | • Political stability | \[\]|
| • Suitable national instructors | • Support from top management | | \[\]|
| • Port communities/NSC release participants for classes, find tutors, assign mentors, and consider courses for career development | • Platform, resources, etc. to implement proposed solutions | | \[\]|
| • Port members send senior managers to participate in the training activities | | | \[\]|
| • Participants are committed, attend all the modules and activities | | | \[\]|
| • Participants have sufficient level of English | | | \[\]|
| • Availability of data (at times confidential) | | | \[\]|
| | | | \[\]|
| **Indicators of progress** | **Indicators of progress** | **Indicators of progress** | **Indicators of progress** |
| • % of planned activities implemented on time | • Participant scores after completing the 8 modules; scores for the case studies | • 23 Port Performance Indicators categorised under 1) finance, 2) human resources, 3) vessel operations and 4) cargo operations | \[SDG 9.1.2 Passenger and freight volumes, by mode of transport\] |
| • No. of countries / port communities that are members of the Network | • % of case studies judged best in providing added value solutions by a panel of port experts from the network | • Capacity to import / exports goods and services (e.g. number of TEU’s, import / export figures, international merchandise trade) | \[\]|
| • No. of South-South exchanges / cooperation activities within the network | • % of the participants that successfully defend their final dissertations | | \[\]|
| • Attendance rate of participants, including % of the participants that complete modules 1 to 8 | • Evaluations/remarks of dissertation panels | | \[\]|
| • No. of trained local instructors (by gender, level, country, etc.) | • HR empowerment tool operational | | \[\]|
| • No. of trained port community personnel (by gender, level, country, etc.) | • No. of sustainable training and capacity building scheme | | \[\]|
| • Training satisfaction surveys results | • % of local instructors delivering training (No. trained, etc.) | | \[\]|
| | • % of port communities who sustain the network (e.g. No. of meetings, No. and frequency of forum posts) | | \[\]|

**Key assumptions**

- Sufficient resources
- Suitable national instructors
- Port communities/NSC release participants for classes, find tutors, assign mentors, and consider courses for career development
- Port members send senior managers to participate in the training activities
- Participants are committed, attend all the modules and activities
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- Availability of data (at times confidential)
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