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**Review of the implementation of UNCTAD's communications strategy
and publications policy**

**Report on the implementation of UNCTAD's
communications strategy and publications policy***

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Introduction

1. In September 2009, the Trade and Development Board adopted the UNCTAD communications strategy (TD/B/56/9/Rev.1) and the UNCTAD publications policy (TD/B/56/10/Rev.1). The former aims at (a) contributing to UNCTAD's mandate; (b) enhancing the visibility of UNCTAD's work; (c) ensuring effective dissemination; and (d) mainstreaming good communications practices. The latter seeks to (a) provide a framework for planning and managing publications so that they fulfil the needs of developing countries and intergovernmental processes; (b) ensure their relevance, coherence, innovative character and quality; and (c) ensure both their optimal dissemination to main audience groups, and feedback from these groups. The secretariat is requested to report annually to the Board on their implementation, through the Working Party. The present report reviews the main initiatives taken towards implementing both.

I. Communications and outreach

A. Major developments, 2009–2010

2. Since UNCTAD XII in Accra, the secretariat has given greater attention to improving communications and outreach, with the aim of reinforcing UNCTAD's visibility and credibility, and enhancing the impact of its activities in research and analysis, consensus-building and technical cooperation. It seeks to make UNCTAD better heard and more influential in international debates on development, trade and global governance. The communications strategy and publications policy have guided new initiatives in both areas since December 2009, under the responsibility of the Deputy Secretary-General. Some of these are becoming operational in the course of 2011, while others of a longer-term nature will only be completed in the course of the next biennium (2012–2013). Recent initiatives include the following actions:

- (a) Research topics were carefully identified to respond to the needs of member States, which depend on the latest economic, financial and environmental information.
 - (b) Review procedures were set in place to ensure the highest possible quality of UNCTAD's products and the overall coherence of the Organization's policy output.
 - (c) New communication products are being introduced to speed up the circulation of information, to target it better, and to make it easier to read. These include ad hoc e-tools delivering "at-a-glance" information with links for downloading complete documents, and electronic briefs and toolkits tailor-made to particular audiences and facilitating access to relevant information.
 - (d) Increasing use has been made of videoconferencing for public events and briefings. UNCTAD has also experimented with video press conferences.
 - (e) A major overhaul of the UNCTAD website is being undertaken, with a view to transforming it into a strategic communications tool displaying up-to-date and user-friendly information and data. Once it is completed, it should considerably upgrade UNCTAD's communications capacity.
3. Much of UNCTAD's communication during the period under review was built around the participation of the Secretary-General or the Deputy Secretary-General in press conferences, lectures, and meetings with political leaders, private sector executives and civil society stakeholders. In 2010, the Secretary-General delivered 117 speeches in 22

countries, in addition to videoconferences and recorded messages. He gave numerous interviews to the print, broadcast and electronic media.

4. The Communication Editorial Board set in place by the Deputy Secretary-General in 2010 has begun to realize its intended functions, namely to help establish the Organization's communications priorities and to allow better sharing of information and coordination of outreach. It meets weekly, bringing together representatives from all divisions and main units. Among the outcomes is a more effective planning of press campaigns for UNCTAD's major reports.

5. Spacing the publication of UNCTAD reports has proven effective. This has in part accounted for the 17 per cent increase in the number of press articles collected compared with 2009, and has allowed delegates to better prepare for substantive debates. In 2010, the reports appeared at a rate of roughly one per month from May to December. The publication schedule reflected tighter cooperation within the United Nations system to avoid competing launches of major publications. UNCTAD also coordinated with other United Nations institutions through the joint online calendar managed by the Department of Public Information (DPI).

6. Against this background, and as requested in the communications strategy, UNCTAD has launched an in-depth longer-term endeavour to enhance the Organization's recognition, coherence and credibility, through appropriate branding and the elaboration of a mission statement and a motto, as well as the definition of core global messages to be used in image-building and to be mainstreamed into all communications. This is intended to help differentiate UNCTAD in an ever more competitive environment. It will help to highlight UNCTAD's main added value and assets (such as its ability to treat all aspects of development in an integrated manner), to strengthen its reputation, to fine-tune its image, and to unite the staff around shared values and a common vision.

7. A new graphic identity will be applied across the board, from the design of the new website to press kits, letterheads, and the full range of documents, signs, banners etc. It will be reflected in every sub-website and on publications. The motto and unifying core messages will convey to the institution's audiences a common understanding of the broader mission entrusted to UNCTAD as defined in its mandate. This will express the coherence of an institution that speaks with one voice, and serves the same goals, which it approaches from a multiplicity of angles.

8. In addition to the above, specific initiatives have been taken at the highest level to stress the importance of communication and the role that each staff member can play in that respect in order to foster a communication culture in the secretariat. Attention is being given to upgrading communication skills. For example, during the period under review, UNCTAD organized a web writing course delivered by a top London-based institution, which was attended by web writing focal points from all divisions.

B. Targeted information products

9. UNCTAD's publications in 2010 encompassed recurrent publications, including the flagship reports, as well as new communication products specifically designed to respond to the requirements of the communications strategy. To better serve target audiences and supply them with timely, relevant and adequately packaged information, UNCTAD has designed a number of new, easy-to-read information products that are tailor-made to specific constituencies and are produced in electronic form for fast distribution. Paper versions are printed for dispatch where electronic communications are lacking or unreliable, and also to be handed out or displayed at events, seminars, conferences and meetings, as appropriate. They include:

- (a) **E-alerts:** These are “at-a-glance” electronic documents designed to inform key stakeholders in a timely manner of publications, events, findings, recommendations, and other news of interest. They are tailor-made for different audiences: journalists, the private sector, academia, civil society organizations, parliamentarians etc.
 - (b) **Policy briefs:** These are position papers designed to keep governments, civil society organizations, think tanks and academic institutions abreast of UNCTAD’s research, analysis, and policy ideas. In 2010, eight policy briefs were issued.
 - (c) **Notes for governments:** These are single-page documents for government decision-makers. Each one summarizes key research findings, emphasizing recommendations to help officials make informed policy choices.
 - (d) **UNCTAD This Week:** This publication provides delegates with information and web links pertaining to UNCTAD activities, including meetings, events, recent publications, and news updates.
 - (e) The **Global Investment Trends Monitor** provides a periodic assessment of global trends and prospects in the area of foreign direct investment (FDI).
 - (f) The **Investment Policy Monitor** provides information on national and international policy responses by home and host countries.
 - (g) The **IIA Newsflash** serves as a timely information tool for international investment agreement (IIA) negotiators from developing and developed countries.
 - (h) **Media alerts:** These are very short texts for flagship publications, events and meetings. They contain links to the relevant press material and substantive documents.
10. UNCTAD has also enhanced and made better use of other pre-existing information products, such as:
- (a) **Press releases and information notes:** In 2010, UNCTAD issued 52 press releases which were sent electronically to over 2,000 selected journalists worldwide. It also disseminated 48 information notes.
 - (b) **Newsletters:** Each newsletter focuses on a particular target audience. Newsletters are distributed electronically and in printed form. For example, the Transport Newsletter has over 4,000 subscribers: shippers, transport operators, port authorities, terminal operators, training institutions, research groups, academics, customs authorities and government officials. The Creative Industries Newsletter goes to 2,000 recipients, including artists, artists’ associations (music and film), government officials, academics, and international organizations.

C. The UNCTAD website

11. The communications strategy and the publications policy stress the outreach and cost-reduction gains that can be made by making more effective use of information and communication technologies (ICTs). The cornerstone is the UNCTAD website – it is a central feature of the communications strategy.

12. UNCTAD is therefore in the midst of a major overhaul of the website; this will also benefit the specialized sub-websites built over the years to serve the needs of UNCTAD’s various units and programmes. The process entails a profound revision of the structure and layout of the site, based on an in-depth analysis of users’ needs and on the institution’s

outreach objectives. It entails a major technical overhaul and the addition of cutting-edge technologies. It will also incorporate the redesign of UNCTAD's image in terms of branding, clarity of role, mission statement, motto, core global messages and graphic identity, as clearly requested in the communications strategy.

13. Work began in June 2010, combining internal expertise with outsourced services. The work is based on numerous internal and external consultations, which involved the full range of potential users. The architecture of the site is being changed. The home page will be more user-friendly, making it easier for each category of visitor to directly access relevant information. The new site will include new functionalities, such as a powerful search engine, and specific entry points to speed up information retrieval. The new website will allow two-way interaction between UNCTAD and target audiences. A common repository of contents is being established to allow efficient search of all UNCTAD material. The website will be based on an in-house information management system that will integrate workflows and validation procedures, which will allow a number of tasks to be simplified and automated. Room is being made to include unified planning and organizing tools (contacts databases, meetings, document forecasting and monitoring, UNCTAD staff list...) where deemed appropriate. The website will also make it easier to prepare and archive multimedia-use products.

14. A prototype of the new site was tested in September 2010, and since then monthly progress reports have been issued and internal reviews and consultations continue. The first operational version of UNCTAD's new website with its essential underlying support systems is expected to be unveiled by June 2011.

15. Meanwhile, some improvements to the website have been introduced within the prevailing constraints of the existing technology:

- (a) The technical cooperation portal (introduced in 2009) delivers information on each project, accessible by theme and by country.
- (b) Three more news items are now posted on the front page every week, to thoroughly showcase the work done by the Organization and its impact.
- (c) The site features short video clips. The first ones promoted the Fourth United Nations Conference on the Least Developed Countries (LDC-IV) pre-conference event, and the UN Set conference on competition policy.
- (d) A new online tool, the UNCTADStat website, provides access to statistics in numerous areas of the Organization's work, including FDI, official development assistance, and national debt burdens. It was launched on World Statistics Day in October 2010.
- (e) Information, resources and links have been added to the revamped section of the Assistance to the Palestinian People Unit.
- (f) A full text-searchable online library was added to the Virtual Institute sub-site. Registered users are informed by e-mail alert when a new publication is posted in their area of interest.

D. Targeting key audiences

1. Policymakers (including delegates and parliamentarians)

16. Policymakers are defined in the strategy as UNCTAD's principal target group. Along with high-level government officials, a wide range of civil servants, including permanent representatives of member States accredited to UNCTAD, and parliamentarians, play a role in policymaking and rule-making. A large part of UNCTAD's research and analysis, including flagship reports, has been specifically planned to support government decision-making and institutional reforms. Hence the growing importance that the secretariat attaches to producing and dispatching tailor-made summaries of information products, as indicated above.

17. In addition to proper dispatch of substantive material, the communications strategy recommends that policymakers be targeted directly through meetings with high-level UNCTAD officials and interactive platforms for policymakers at UNCTAD high-level sessions, by giving visibility to the relevance of the contributions made by senior policymakers in UNCTAD forums, and through a whole range of activities for engaging parliamentarians, including briefings, joint activities with the Inter-Parliamentary Union, and appropriate e-tools. Several steps have been taken to begin implementing these recommendations.

18. Special care has been given to organizing presentations of flagship reports to delegations, which are the most immediate intermediaries between the secretariat and national governments. For example, the *Trade and Development Report 2010* was presented at a briefing to delegations at United Nations Headquarters in New York in October. The New York office organized presentation and information sessions for delegates on globalization, international trade, FDI, debt, and science and technology. These events included a pre-LDC-IV event by video link with Geneva. New York delegates were invited to sit in on the high-level segment of the event shown by video link. At the request of the Second Committee, UNCTAD experts were invited to speak and to answer questions from New York delegations on the theme of "The international financial system and development". For that event, Geneva was connected to the Economic and Social Council (ECOSOC) chamber by video link. The "External debt and development" report was presented to the General Assembly in October.

19. UNCTAD also undertook outreach on substantive issues in response to requests from officials from different governments and regions. One case in point was cooperation with the Government of Ecuador on regional monetary cooperation. Another example was the consultations that were held with officials from the Government of France on economic policy priorities in preparation for its 2011 presidency of the G-20.

20. UNCTAD organizes induction courses for new delegates to familiarize them with the Organization's structure, positioning within the United Nations system, and activities. In cooperation with United Nations Institute for Training and Research (UNITAR), UNCTAD organized a workshop on conference diplomacy. This was the first in a series of three workshops aimed at helping to prepare delegates for various intergovernmental processes.

21. Meanwhile, cooperation between UNCTAD and the Inter-Parliamentary Union (IPU) was considerably strengthened in 2010. UNCTAD took part in various meetings of parliamentarians, in the capacity of experts and resource persons. The UNCTAD Secretary-General delivered a keynote address on behalf of the United Nations Secretary-General to open the 122nd Assembly of the IPU in Bangkok in March. UNCTAD attended sessions of the third IPU World Conference of Speakers of Parliament in July, and the 123rd Assembly of the IPU in Geneva in October. UNCTAD is consulting with various parliamentary

associations to explore and encourage further parliamentary engagement in UNCTAD XIII and the preparatory process to it.

Box 1. Technical cooperation/outreach activities in 2010: the example of the Cluster on Trade and Productive Capacity

Since 2007, the Chief Executives Board Inter-Agency Cluster on Trade and Productive Capacity, coordinated by UNCTAD, has increased its presence and dialogue with national stakeholders, making UNCTAD's role and expertise better known in a growing number of countries, thanks to inter-agency collaboration. The Cluster currently operates in over 20 countries.

2. The media

22. Extensive efforts have been pursued to cultivate professional relations with the international media and to provide them with high-quality content. UNCTAD staff have established regular contacts with international journalists in Geneva – which boasts 200 representatives of the international media dedicated to United Nations issues – and also in major media hubs such as London, Paris, Bangkok, Dakar, Johannesburg, and Addis Ababa. UNCTAD regularly provides the press corps in Geneva with updated messages and information on activities at the twice-weekly press briefings organized by DPI. It also takes advantage of the presence in Geneva of journalists who are visiting Geneva-based United Nations agencies or institutions to brief them on UNCTAD activities.

23. UNCTAD has taken steps to carefully tailor its information products to “fit” the specific needs and interests of journalists. A clear distinction has been made between press releases and information notes. UNCTAD has become more selective in issuing press releases, restricting them to topics deemed to be directly newsworthy. This has made it possible to reduce their number from 61 in 2009 to 52 in 2010. As a result of this client-oriented approach, the number of press clippings collected increased from slightly over 6,000 in 2009 to more than 7,000 in 2010.¹

24. In 2010, more concise information was regularly sent to journalists in the form of “media alerts”. This practice was established following consultations with media representatives accredited to the Palais des Nations and journalists from major media organizations worldwide. It takes into account the changes that have affected the news media since the information revolution brought about new technologies profoundly altering journalists' working methods. The multiplication of online information sources has greatly shifted the production cycle. Journalists are now continuously bombarded with information which rapidly becomes obsolete. It is equally necessary to take into account transformations in readers' habits: they now function on tighter schedules and consume information more rapidly, and their reading is more and more shaped by the web culture. The media environment is increasingly competitive. Journalists have less and less space available for in-depth analysis, and place more emphasis on breaking news and facts. UNCTAD must adapt so that its messages can be delivered effectively to the media, and, through them, to its target audiences.

¹ The search engines available only report a limited number of the actual references to UNCTAD in the world media. They may capture as little as 20 per cent of what is published by UNCTAD, missing, in particular, material generated in less-used languages. United Nations Information Centres (UNICs) and United Nations Development Programme country offices have been very helpful in providing information on coverage in their countries and regions.

Box 2. Optimizing outreach by combining strategic communications approaches: the example of the launch of the *Least Developed Countries Report 2010*

The launch of the *Least Developed Countries Report 2010: Towards a New International Development Architecture for LDCs* was the most extensive launch ever staged for a *Least Developed Countries Report*, as the report contains inputs for the Fourth United Nations Conference on the Least Developed Countries (LDC-IV). It was presented in 19 countries, including 9 least developed countries (LDCs) – namely Angola, Bangladesh, Ethiopia, Mozambique, Nepal, Sao Tome and Principe, Senegal, Uganda and the United Republic of Tanzania. By contrast, the 2009 report was presented in 10 countries, 5 of which were LDCs. Emphasis was placed on media hubs having high representations of African and LDC journalists (London, Paris, Dakar and Johannesburg).

To raise the political profile, UNCTAD invited eminent personalities to take part in the launch events. In Angola, the Minister of Trade chaired the ceremony, which also was attended by the Minister of Geology, Mining and Industry and by two vice-ministers. In Nepal, the event was chaired by the Vice-Chair of the National Planning Commission. In other locations, the launch was chaired by high-ranking officials of the United Nations. In Addis Ababa, the African Union's Acting Director of Trade and Industry participated, and in Brussels, several high-ranking officials of the European Commission attended.

A tour of Paris-based media was carried out by UNCTAD staff, which included visits to Africa-focused publications and television and radio networks, such as TV5 Monde, Libération, Télésud, Africa Numéro 1, *Afrique* magazine and *Jeune Afrique* magazine.

Consequently, the number of press clippings collected was more than double that of 2009. Press conferences in Dakar and Johannesburg yielded coverage by regional radio and television.

25. UNCTAD also tested the recommendation to facilitate the involvement of a wider set of journalists and grassroots entities through videoconferencing. As a first attempt, the *World Investment Report 2010* was simultaneously launched in China by videoconference from Geneva. Further attempts at developing simulcasts and related online presentations of UNCTAD's work are planned.

26. Meanwhile, as part of system-wide cooperation within the United Nations system, UNCTAD in 2010 helped the United Nations Department of Economic and Social Affairs (UN-DESA) with the Geneva launch of the *World Economic and Social Prospects 2010* and *World Economic and Social Situation 2010* reports. UNCTAD also coordinated the Geneva launch of the Economic and Social Commission for Asia and the Pacific (UNESCAP) annual report entitled *Economic and Social Survey of Asia and the Pacific*, and of the United Nations Economic Commission for Africa (UNECA) publication entitled *Economic Report on Africa 2010*.

3. Civil society

27. The communications strategy emphasizes the need to increasingly involve civil society in UNCTAD activities through enhanced participation in meetings, seminars and expert commissions, and by exchanging information via the whole range of modern electronic facilities. It attaches particular importance to engaging civil society from the South, and advocates the creation of partnerships to foster dialogue around UNCTAD's key messages.

28. In 2010, UNCTAD took a number of initial steps to improve interactions with civil society, and it developed specific communications products. They include:

- (a) CSO e-alerts: These are short texts tailor-made for civil society organizations (CSOs) designed to highlight UNCTAD's latest news, findings and publications, and to flag events of interest to civil society.
- (b) Ad hoc electronic mailings sent to selected CSOs for fast specific communication whenever needs or opportunities arise. The CSO contacts database has been enlarged by the addition of 473 new entries, making a total of 1,256 contacts – a 35 per cent increase over 2009.
- (c) A dedicated website accessible from UNCTAD's main site will be part and parcel of the revamped corporate UNCTAD website under production. A survey of CSOs has been made to get feedback on the use of new and social media tools and on innovative ways of disseminating information, and to get suggestions on substantive issues of interest to them.

29. UNCTAD also engages civil society through direct exchanges, by organizing briefings and consultations, by facilitating their input into meetings of the Trade and Development Board and of UNCTAD's commissions and expert meetings.

30. The 2010 UNCTAD Public Symposium provided an outstanding opportunity for an open and lively exchange between UNCTAD officials and a wide representation of stakeholders, including members of civil society, parliamentarians and academics, as well as representatives of member States, the media, the private sector, United Nations institutions and other international organizations. UNCTAD debated its ideas on possible new development paths for overcoming the ongoing effects of the various global crises (economic, food, energy, climate) with over 300 representatives from around the world, including 13 funded representatives from Africa, Asia, South America and Europe. A publication on the outcome of the Symposium was mailed to participants and selected contacts. Over 4,700 hits and 15,958 page views were registered on a dedicated website. The website provides audio files, presentations, a photo gallery, and substantive information notes. UNCTAD identified 27 external websites (from United Nations agencies and CSOs) which referred to the Symposium. Moreover, 96 per cent of the participants expressed satisfaction with the event overall.

31. In September 2010, a briefing and a question-and-answer session on the *Trade and Development Report 2010* were held in Geneva with civil society. CSOs took part in UNCTAD's pre-LDC-IV event, including as panellists in debates on building the productive capacities of LDCs.

32. Whereas UNCTAD will seek to find ways of strengthening its outreach within existing resources, implementation of some of the recommendations contained in the communications strategy are subject to raising additional resources. In particular, these are needed in order to increase the number of travel grants for CSOs from the South (only 13 participants received financial support to attend the Public Symposium, and seven of these received it directly from UNCTAD funds). Additional resources also need to be raised to implement the Trade and Development Board's recommendations on providing multilingual communication.

4. Private sector

33. Most aspects of UNCTAD's work have implications for the private sector. In addition, this sector is a direct target of several publications which provide information that facilitates decision-making for the private sector. For example, the Investment Guides produced by UNCTAD and the International Chamber of Commerce provide up-to-date

information to the private sector on key emerging investment opportunities in participating countries.

34. As globalization has increased competition for FDI, the quality of investment promotion and facilitation has become critical for attracting foreign investors. UNCTAD's newly launched *Investment Advisory Series* deals with this issue in connection with investment facilitation and promotion. Regular e-alerts of new publications are sent through the networks of the Division on Investment and Enterprise. A new series entitled *Country Profile* will soon regularly provide comprehensive data on FDI and transnational corporations.

35. UNCTAD also engages in direct dialogue with the private sector. Here are a few illustrations:

- (a) A panel discussion at the In-Cosmetics Trade Fair on the importance of natural ingredients derived from biodiversity for the cosmetics industry, with the target audience being ingredient producers for cosmetics companies, and cosmetics producers and retailers (April).
- (b) A session during the Global Business of Biodiversity Symposium on BioTrade's interaction with the cosmetics and fashion industries, with the target audience being international business representatives, non-governmental organizations (NGOs) and governments (July).
- (c) Participation in the Peruvian Food Fair Trade on non-tariff measures applicable worldwide, with the target audience being food producers and exporters from the Andean region (September).
- (d) UNCTAD's Creative Economy Programme supported the Sixth World Internet and Multimedia Summit, which was organized in Shenyang, China by the International Federation of Multimedia Associations. The themes of the summit were Smart Digital World, Creative Digital Contents, Digital Media Industries, and Green Digital Future (October).

5. Academia and research institutions

36. UNCTAD's productions are given much credit in prestigious research centres and academic institutions. UNCTAD has further strengthened its ties with these institutions. During 2010, 110 lectures and presentations were given by UNCTAD economists on a wide range of topics at conferences and workshops organized by universities and research institutions. In addition, there were study tours by visiting graduate students, and events organized by the United Nations, NGOs and international agencies. The launch of a number of major publications also provided opportunities for interacting with key academic institutions. For example, a lecture on the *Trade and Development Report 2010* was given at the London School of Economics in September, under the title "Employment, labour markets and development".

37. UNCTAD studies are strategically dispatched to selected academic and scientific contacts, mostly through electronic channels. Copies of key publications are mailed to hundreds of university libraries in developing countries. In addition, UNCTAD has pioneered the Virtual Institute, which supports universities in developing and transition countries by providing capacity-building services in trade and development for academics, and by facilitating cooperation within its network of universities in the North and the South. The rapid growth of the network illustrates its relevance: from five founding members in 2004, the Virtual Institute now has 32 core university members, 23 affiliate members, and over 3,600 registered individual users.

38. Among the new initiatives is the G-15 Law School – a project for inclusive and open academic networking on international investment law issues, which was launched during the World Investment Forum 2010. Another initiative is the Creative Economy Academic Network project, which has been developed to connect universities and academic/research institutions working in the field of creative industries and to set up a virtual platform for academic interactions on the creative economy. This project already involves 25 institutions.

6. Wider public

39. As a by-product of growing media coverage, the public at large is increasingly exposed to UNCTAD analyses and recommendations. No fewer than 7,000 UNCTAD-related press clippings were collected during the period under review; this figure represents only part of what was actually published. On top of this, there was radio and television reporting. Although some information is published in easy-to-understand form in the broad public media (including on the front pages of prestigious newspapers and on the homepages of some internet access providers, YouTube etc.), a sizeable amount of UNCTAD's information appears in specialized publications, where its major audience is economic and political actors and observers.

40. Equally importantly, UNCTAD has taken a number of initiatives to directly feed wider audiences with a broad range of information, with a view to positioning the institution, strengthening its status and credibility, supporting the perception of it as a leader in its field, and garnering a degree of public recognition in order to further motivate direct stakeholders.

41. A booklet designed for a broad audience, entitled *Milestones in Closing the Development Gap*, was produced based on the exhibition held in Geneva in September 2009 to celebrate UNCTAD's forty-fifth anniversary. It features the institution's main achievements since its creation in 1964, and shows how UNCTAD's analyses, intergovernmental debates and technical assistance programmes have permeated and transformed people's lives. The booklet has been translated into the six United Nations official languages and is distributed to the public at meetings, exhibitions and other events.

42. Other examples of UNCTAD's impact on people's daily lives are featured in a new communication product entitled *Issues in Brief*, which is intended to describe the institution's technical cooperation activities.

43. UNCTAD has also produced audiovisual material for the general public. Its *BioTrade* video, which was broadcast on *CNN World Report* and on *UN in Action*, and by others worldwide, highlighted the BioTrade initiative and the importance of biodiversity.

44. At Headquarters, UNCTAD briefs visiting groups of academics, diplomats and government officials. UNCTAD also participates in the yearly Graduate Study Programme run by DPI and in the World Trade Organization (WTO) trade policy courses held four times a year. In 2010, some 81 groups, with a total of 2,500 participants, visited UNCTAD – compared to 60 groups with a total of 2,000 participants in 2009.

45. In 2010, UNCTAD organized several exhibitions and information stands at events away from Geneva, in conjunction with regional United Nations Information Centres and/or United Nations Development Programme (UNDP) offices and with other international organizations. Examples include the 122nd Assembly of the Inter-Parliamentary Union (Bangkok), the thirty-third session of the Economic Commission for Latin America and the Caribbean (Brasilia), the China Overseas Investment Fair (Beijing), the third IPU World Conference of Speakers of Parliament, and the UNCTAD Public Symposium (Geneva).

46. At the Shanghai Expo 2010, from May to October, UNCTAD presented aspects of its work to the hundreds of thousands of visitors. Through the permanent exhibition at the Expo's United Nations pavilion, UNCTAD told the story of an African woman entrepreneur who achieved success after having attended an UNCTAD-administered Empretec course. UNCTAD also organized temporary exhibitions at the Shanghai Expo; one held in June, entitled From Poverty to Prosperity, presented the institution's main functions, while the second, held in August, and entitled Biodiversity for the Economy, Society, and Beauty, highlighted the impact of biodiversity on human well-being. UNCTAD also organized a seminar entitled Fostering China–Africa Cooperation for Equitable Development, and co-organized a forum entitled Science, Technology, Innovation and Urban Future, with China's Ministry of Science and Technology and the municipal government of Wuxi. It also participated in Global South–South Creative Week, which showed how the creative economy can help improve lives and lifestyles in cities.

47. In Geneva, UNCTAD coordinated with the Swiss Federal Statistics Office in observing World Statistics Day, which included a conference entitled Measuring a Globalized World: the Geneva Contribution. This conference strove to stimulate dialogue among users of statistics, such as policymakers, academics, and civil society groups.

Box 3. Reaching out to several key target audiences: the example of the World Investment Forum

In September 2010, the second World Investment Forum, organized by UNCTAD, was held in China. The event addressed the important role that private investment must play in tackling the effects of global warming, promoting a sustained economic recovery, and overcoming the multiple crises of food, energy and the economy, as well as helping to achieve the Millennium Development Goals. It also addressed the challenge of combining public policy measures with private investment, rebalancing the rights and obligations of investors and States, and promoting business clusters so as to help orient the economy towards a sustainable low-carbon future and to foster new investment opportunities linked to green market creation. The Forum was attended by more than 1,800 participants, including nine Heads of State, four heads of international organizations and 79 ministerial-level officials, as well as senior business executives, senior representatives from the public and private sectors including heads of investment promotion agencies, academics, and 250 media representatives. The World Investment Forum 2010 reached out to millions of people via live television broadcasts and webcasts.

II. Publications

48. UNCTAD has begun streamlining its publications programme, with a view to responding to member States' needs in a more focused way and to enhancing quality. At its fifty-seventh session in November 2010, the Working Party approved the programme of work for the biennium 2012–2013, and in so doing, it approved the publication output for that biennium. The table below illustrates the trends in documentation outputs over five bienniums.

Number of UNCTAD publications

Publications	2004–2005	2006–2007	2008–2009	2010–2011 (budgeted)	2012–2013 (proposed)
Recurrent	98	89	100	84	73
Non-recurrent	147	144	125	120	111
Total	245	233	225	204	184

A. Planning and managing publications

49. In accordance with the publications policy adopted by the Trade and Development Board, UNCTAD has provided ahead-of-the-curve analysis, focusing on the main challenges that developing countries face, and providing practical solutions and policy options. In line with section V of the publications policy, the Working Party at its fifty-fifth session in February 2010 discussed the draft list of publications planned for 2010. At its fifty-seventh session in November 2010, it reviewed the list of publications planned for the 2012–2013 biennium. The production of major reports was staggered in order to better promote each individual study. Furthermore, each publication was submitted to multiple quality control processes. Every publication and document produced has been subject to a process of policy clearance to ensure policy consistency and to monitor quality. The secretariat also made extensive use of peer reviews. For example, the *Trade and Development Report 2010* was peer-reviewed by several experts from academia in different regions of the world. In addition, given that the focus was on employment, it drew on feedback from the International Labour Organization. The preparation of each chapter and section of the *World Investment Report 2010* involved dialogue with relevant experts, especially from developing countries, drawing – inter alia – on UNCTAD's World Investment Network, which consists of over 7,000 policymakers, academics, consultants, NGOs, business representatives and others. As part of the Investment Policy Review programme, beneficiary countries go through a review process which includes a national stakeholders' workshop and an intergovernmental peer review. The *Least Developed Countries Report 2010* received comments from UNCTAD's Division on International Trade in Goods and Services, and Commodities, as well as from outside experts. The *Economic Development in Africa Report 2010* was peer-reviewed by experts from the Africa Progress Panel, the African Development Bank, the Kofi Annan Foundation, the United Kingdom's Institute of Development Studies, and Development Finance International.

50. Translation is essential in order to achieve proper dissemination of findings and recommendations. However, timely translation continues to be a problem due to the limited resources of the United Nations translation services. As a result, the translated versions of several flagship reports have been considerably delayed.

51. UNCTAD has actively pursued co-publishing as a means of expanding the dissemination of its publications and reaching new audiences. For example, the investment guides are an initiative undertaken jointly with the International Chamber of Commerce. In addition, UNCTAD collaborated with UN-DESA and the regional commissions to produce *World Economic Situation and Prospects 2011*. On trade logistics, a major publication is under way with in collaboration with the United Kingdom publisher Earthscan. On trade-related issues, UNCTAD participated in the *Millennium Development Goals Report 2010*, a joint United Nations publication led by UN-DESA. Another example is *World Tariff Profiles 2010*, a joint publication of WTO, the International Trade Centre UNCTAD/WTO, and UNCTAD.

B. Publications' relevance, coherence, innovative character and quality

52. In a knowledge institution, the publications policy is an important element of mission delivery.² UNCTAD's research and analysis throughout 2010 were geared towards member States' needs in the context of the aftermath of the economic and financial crisis that initially shook advanced economies and quickly spread to other countries. Whereas in 2009 UNCTAD focused largely on the causes of the crisis, in 2010 its research and analysis were geared towards identifying innovative policy measures, strategies and macroeconomic initiatives. These were aimed at supporting new investment and trade dynamics. They were also aimed at supporting institutional reforms to sustain recovery, build resilience to shocks, overcome food crises, address climate change and other environmental challenges, and achieve the Millennium Development Goals, catering in particular to the needs of LDCs.

53. The *Trade and Development Report 2010* focused on employment, globalization and development. It reviewed recent trends in the global economy, and examined the potential impact on developing countries of macroeconomic policies and ongoing adjustments in major economies. In particular, it considered the role and design of countercyclical policies to overcome the global economic crisis. It also reviewed the record of employment creation, unemployment and underemployment in many developed and developing countries over the past decades. It addressed the need for strengthening domestic demand and reducing excessive reliance on exports for employment generation. The report made recommendations for reorienting macroeconomic policies and institution-building in support of a virtuous circle of fixed investment, productivity growth, wage increases and employment creation. Areas of sustainable "green" growth that are of strategic importance for low-income countries and LDCs were singled out in the *Trade and Environment Review 2009/2010*.

54. UNCTAD provides analysis and policy advice for improving the capacity of developing countries to attract investment and harness their development potential. The *World Investment Report 2009* focused in particular on recommendations for overcoming the food crisis and boosting agriculture in developing countries. The theme of the *World Investment Report 2010* was investing in a low-carbon economy as a contribution to the fight against climate change. These issues were also looked at from specific angles in the *Economic Development in Africa Report 2010* and the *Technology and Innovation Report 2010*. All three reports include recommendations for tackling climate-change mitigation and meeting the energy needs of developing countries. Improving food security, promoting responsible investment in agriculture, and finding ways to bridge the climate justice and

² See the interface between the publications policy and the communications strategy in paragraph 30 of the publications policy.

global economic reform agendas were also addressed at UNCTAD's Public Symposium held in May in Geneva, with representatives from all continents. The Public Symposium also dealt with trade and financial reforms to support development, innovative financing mechanisms, the trade agenda, and the possible role of LDCs in global economic governance.

55. UNCTAD's new communication products such as the *Global Investment Trends Monitor* and the *Investment Policy Monitor* conveyed timely information on investment prospects, trends and policies. In addition, two new issues of UNCTAD's *International Investment Policies for Development* series were completed in 2010. They addressed the role of IIAs in attracting FDI, as well as investor-State disputes. These were complemented by an issues note entitled "Latest developments in investor-State dispute settlement". Action-driven *Investment Policy Reviews* for attracting higher levels of FDI were disseminated in 2010: these focused on Belarus, Burundi, El Salvador, Guatemala and Sierra Leone, two of which are LDCs. Investment guides were also produced for Benin, the Lao People's Democratic Republic, and Zambia. In 2010, UNCTAD also finalized five volumes of the series on best practices in investment policies. Furthermore, in view of the growing competition for FDI following the economic crisis, UNCTAD launched a new investment advisory series, in the form of toolkits for investment promotion practitioners.

56. Servicing the needs of LDCs has been high on UNCTAD's agenda throughout the year. The *World Investment Report 2010* included a specific section analysing investment in LDCs, landlocked developing countries, and small island developing States, which will now become a regular feature of this flagship publication. In the *Least Developed Countries Report 2010*, issued at the end of November, UNCTAD offered innovative analysis on international support for LDCs, and examined the boom-and-bust cycle of the past few years. Its recommendations focus in particular on the architecture needed to fully integrate LDCs into the global economy and to graduate from LDC status. Furthermore, in view of the upcoming Fourth United Nations Conference on the Least Developed Countries (LDC-IV) being held in Turkey in May 2011, UNCTAD is finalizing an in-depth analysis of investment trends and policies in LDCs which draws lessons from the last decade and advises on the way forward. It will be officially launched during LDC-IV.

57. UNCTAD offers recommendations for harnessing science and technology and building innovation capacities in developing countries via its *Technology and Innovation Report 2010*, which contains a special focus on Africa and agriculture. This report focused on aspects of technological change linked to the trade and investment processes that have the highest potential to rapidly improve agricultural productivity and address food insecurity in Africa. In addition, Science, Technology and Innovation Policy Reviews have been prepared on Lesotho and Mauritania. The potential contribution of ICTs to poverty reduction was analysed in the *Information Economy Report 2010*, which includes specific examples of how mobile phones can contribute to commerce and development.

58. Regarding trade in services at the regional level, UNCTAD formulated an approach to the liberalization of services in the countries of the Southern African Development Community (SADC) in its study entitled *Towards SADC Services Liberalization: Balancing Multiple Imperatives*. At the national level, several country-sector policy reviews dealt with the contribution of services to development. These included the *National Services Policy Review of Uganda* (insurance, legal and accounting, construction and engineering services); the *National Services Policy Review of Nepal* (tourism, IT and computer services); and the *National Services Policy Review of Kyrgyzstan* (energy and tourism).

59. UNCTAD provided further trade-related analysis and advice in its investigation of the new economic realities in the post-2008 economy in *Analysis of International Trade After the Economic Crisis: Challenges and New Opportunities*. The impact of non-tariff

measures on market access opportunities for developing countries was addressed in the study *Non-Tariff Measures: Evidence from Selected Developing Countries and Future Research Agenda*. UNCTAD also published an analysis of the development implications of the agricultural economic partnership agreements between the European Union and 36 African, Caribbean and Pacific countries, entitled *Economic Partnership Agreements: Comparative Analysis of the Agricultural Provisions*. In addition, it prepared several trade and trade-related policy reviews, namely *Peer Review of Competition Law and Policy in Armenia*; and *Rwanda's Development-Driven Trade Policy Framework* (which provides a blueprint for preparing the Government's first-ever trade policy).

60. The potential role of creativity, knowledge, culture and technology as drivers of job creation, innovation and social inclusion, and subsequent measures that can be taken by governments, were dealt with in the *Creative Economy Report 2010* which was produced jointly with UNDP. The worldwide evolution of shipping, ports and multinational transport was surveyed in the *Review of Maritime Transport 2010* (a reference for ministries of transport, shipping lines, transport operators and academia).

C. Optimal dissemination of publications

1. Enhanced availability of e-publications

61. An across-the-board effort was made to structure dissemination to respond to the specific needs of each type of audience. Better use was made of ICTs for reducing dissemination costs and delays, while increasing outreach. UNCTAD also took into account the demand for hard copies, particularly where there is limited access to the internet. All reports can be downloaded free of charge from the UNCTAD website. They are proactively e-mailed to strategically selected recipients. The media is given access under embargo, with a protected password, ahead of the launch dates, in order to allow time for adequate reporting. The front page news items on UNCTAD's website help generate visibility for the work of the Organization. The number of web news items increased from 72 in 2009 to 130 in 2010.

62. Some examples illustrate the changes that are under way. The Virtual Institute's new full text-searchable online library is boosting online dissemination. Publications on trade-related issues are regularly disseminated electronically through networks such as the Social Science Research Network.

63. Paper copies and CD-ROM versions of a variety of UNCTAD publications are handed out on appropriate occasions, such as at conferences, seminars, meetings, exhibitions etc. UNCTAD publications also form part of the reading and background materials for teaching and discussion during Paragraph 166 courses. UNCTAD packages a growing number of its publications in CD-ROM/DVD form.

64. The publications policy recommends greater use of UNCTAD's networks and country presence. In the area of investment and enterprise, UNCTAD has developed the online and interactive World Investment Network, which now includes more than 7,000 individual contacts, and consists of nine professional networks of experts, namely the IIA network, the Investment Statistics Network, the Investment Academic Network, the TNC/Business Association Network, the IPAs Network, the ISAR Network, the Empretec Network, the Policymaker Network (IPR), and the Corporate Governance–ESG Network.

65. To this end, several new partnerships were set in place during the course of the year, and others were strengthened. One case in point is a partnership with the African Union Commission. The objectives of this project include creating a regular dialogue with relevant Africa-based stakeholders to discuss research findings and activities in the context of the

Least Developed Countries and *Economic Development in Africa* reports, through joint training seminars and workshops for local and regional African stakeholders.

66. At its fifty-fifth session, the Working Party had requested systematic briefings on flagship reports and other publications. Since UNCTAD XII, four flagship reports have been discussed at sessions of the Trade and Development Board. Whenever possible, the Consultations of the President have included briefings on specific publications. This was the case for the *Trade and Development Report 2010*. These briefings will be activity pursued and possibly intensified in 2011.

67. UNCTAD stepped up its efforts in 2010 to enlist local media to publicize UNCTAD reports and programmes. It developed local content illustrating UNCTAD's effectiveness in the field. Special attention was given to identifying local examples illustrating the issues dealt with in UNCTAD reports. For example, illustrations of innovative cellphone use by poor entrepreneurs in Bangladesh, Ghana, India, Kenya and Uganda were drawn from the *Information Economy Report 2010*.

2. Press launches for major publications

68. A specific dissemination strategy is crafted on a case-by-case basis for each report or event, bearing in mind the priority target audiences and the multiplier effects obtained by choosing the appropriate place(s) for launching international studies or specific messages. Press conferences are organized simultaneously on different continents, or are staggered under embargo, to promote a given report, thus allowing direct contact with local media. This includes radio and television broadcasts, and presentations at a wide variety of academic and other institutions. Thus, UNCTAD meets directly with the press several times a year at major media hubs. Four flagship reports were presented in Bangkok, five in Paris, five in Johannesburg, three in Dakar, four in Addis Ababa and five in London. A total of 132 press conferences were organized worldwide over the course of the year.

69. The *Economic Development in Africa Report 2010* was launched in four African countries (Ethiopia, Ghana, Senegal and South Africa), and in the media hubs of Paris and London where a number of Africa-focused publications are based. Up to 59 press conferences have been organized for a single flagship report (see box 3). In addition, radio and television interviews are conducted. UNCTAD has taken care in 2010 to avoid "bunching" its launches by better planning the release of its major studies. It has also consulted with sister United Nations institutions, through the United Nations Communications Group, to minimize overlaps with external initiatives.

Box 4. Some examples of the dissemination of publications in 2010

Trade and Development Report 2010: Employment, Globalization and Development

Twelve press conferences: Argentina, Brazil, Chile, Egypt, France, India, Lebanon, South Africa, Switzerland, Thailand, United Kingdom, Venezuela (Bolivarian Republic of).

469 press clippings collected so far.

World Investment Report 2010: Investing in a Low-Carbon Economy

Fifty-nine press conferences: Argentina, Austria, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Brazil, Bulgaria, Chile, China, China (Hong Kong SAR), Colombia, Costa Rica, Croatia, Czech Republic, Ecuador, Egypt, Ethiopia, Finland, France, Germany (x2), Greece, Hungary, India, Iran (Islamic Republic of), Italy, Jamaica, Kuwait, Lebanon, Malaysia, Mauritius, Mexico, Morocco, Netherlands, Nigeria, Philippines, Poland, Republic of Korea, Republic of Moldova, Romania, Russian Federation, Saudi Arabia, Senegal, Singapore, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Uganda, United Republic of Tanzania, United States, Venezuela (Bolivarian Republic of), Zambia, Zimbabwe.

1,415 press clippings collected so far.

Least Developed Countries Report 2010: Towards a New International Development Architecture for LDCs

Sixteen press conferences: Bangladesh, Belgium, Canada, Ethiopia, France, Kenya, Mozambique, Nepal, Senegal, South Africa, Switzerland, Thailand, Uganda, United Kingdom, United Republic of Tanzania, United States.

Two presentations: Angola and Malaysia.

279 press clippings collected so far.

Information Economy Report 2010: ICTs, Enterprises and Poverty Alleviation

Seventeen press conferences: Angola, Bangladesh, Brazil, Cameroon, Colombia, Ethiopia, France, Kenya, Lebanon, Netherlands, Peru, South Africa, Sri Lanka, Switzerland, Thailand, Tunisia, United Kingdom.

236 press clippings collected so far.

2010 Report on UNCTAD Assistance to the Palestinian People

Three press conferences: Egypt, Occupied Palestinian Territory, Switzerland.

63 press clippings collected so far.

70. The expansion of cooperation and synergies with national institutions has proved particularly useful. Five UNCTAD reports were launched in South Africa in cooperation with the Industrial Development Corporation (a state-owned national development finance institution) and the United Nations Information Centre (UNIC) at Pretoria. *Trade and Development Report 2010* was presented in Caracas in cooperation with Sistema Económico Latinoamericano y del Caribe (SELA). *World Investment Report 2010* was launched in Bangladesh at the country's Board of Investment, in Zagreb at Croatia's Trade and Investment Promotion Agency, in Prague at the headquarters of CzechInvest, in Tehran at the Islamic Republic of Iran's Foreign Investment Office, in Rome at the Italian Institute for Foreign Trade, in Seoul at the Republic of Korea's Ministry of Knowledge Economy, in Riyadh at Saudi Arabia's Council of Chambers of Commerce and Industry, in Caracas at the Venezuelan Council for Investment Promotion, and in Lusaka at the Zambia Development Agency.

71. Among the academic institutions involved in report launches were the London School of Economics (*Trade and Development Report 2010*), the University of Manchester (*Information Economy Report 2010*), the United Kingdom's Overseas Development Institute (*Least Developed Countries Report 2010*), the Institute for Diplomatic Studies in Cairo (*World Investment Report 2010*), the University of Yaoundé (*Information Economy Report 2010*), and EAFIT University in Medellín (*Information Economy Report 2010*). The *Information Economy Report 2010* was presented during dedicated sessions of two academic conferences – “Mobile for Development” in Kampala, and ICTD 2010 in London. An example of collaboration with NGOs was the launching of the *Economic Development in Africa Report 2010* in Ghana, with the help of the Third World Network. Regular efforts were made to organize press launches in major media hubs in developing countries, further enhancing synergies with colleagues at the United Nations regional commissions (such as UNESCAP in Bangkok and UNECA in Addis Ababa), at UNICs and at UNDP country offices. Out of 132 UNCTAD press conferences, 55 were organized in conjunction with UNICs, UNDP offices, or United Nations regional commissions.