

**UPDATE ON THE IMPLEMENTATION
OF THE UNCTAD MANDATE IN THE
AREA OF INVESTMENT AND
ENTERPRISE**

RESULTS AND IMPACT

Report 2012

Investment for Sustainable and Inclusive Development

TD/B/C.II.CRP.4

Impact summary: the Performance Appraisal Framework.

Expected Accomplishment 1: Increased understanding of various key public and private investment issues and of the impact of foreign direct investment on development, as well as related policies that could promote development gains from FDI (Accra Accord. Paras. 146, 147 & 169). As per the approved Strategic Framework for the Biennium 2010-2011.

Main Outputs (2010)	Relevance [Indicators of usefulness and acceptance]	Quality [indicators of quality in terms of end-user appraisal]	Efficiency [Indicators of efficient resource use in achieving accomplishments]	Effectiveness/Direct impact [Indicators of beneficiary value-added]
Research and policy analysis				
<ul style="list-style-type: none"> - World Investment Report (WIR) 2010: <i>Investing in a Low-Carbon Economy</i>. - Launch of the quarterly <i>Global Investment Trends Monitor</i> (GITM) (three volumes published) - Publication of 4 volumes of the Transnational Corporations Journal. (Four volumes published) - Maintenance and updating of the databases (FDI, TNCs, Mergers and Acquisitions) 	<ul style="list-style-type: none"> - WIR 2010 was launched in over 70 countries. - Over 200 policy-makers attended WIR presentations in 2010. - WIR 2010 generated over 1,400 press reports. - Over 1,000 government officials downloaded the report. - 600 copies of WIR2010 were sold. - GITM averaged 200 press clippings per issue. 	<ul style="list-style-type: none"> - WIR 2010 scored an average rating of 4.1 (good to excellent) on a scale of 5 in the Readership Survey of UNCTAD's main 2010 publications. - "<i>UNCTAD recently issued its WIR 2010, the latest in a highly regarded series of annual reports that track global trends in investment flows and stocks as well as international investment agreements, and studies the impact of foreign investment on developing nations.</i>" - H.E. Mr. Robert D. Hormats, Undersecretary of State for Economic, Energy and Agricultural Affairs, USA, WIF2010, Xiamen China. - WIR 2010 data were also reprinted in university text books, including in <i>International Economics: Theory & Policy</i>, 9th edition (2012) by Krugman, Obstfeld and Melitz (Prentice Hall). 	<ul style="list-style-type: none"> - <i>WIR 2010</i> introduced a significant improvement of structure, substance, and style, with a new chapter on national and international policy developments and new sections focusing on vulnerable economies. Several data sections were moved online in more user-friendly formats. The Report was also shortened and the format changed to make it more reader-friendly. - "... <i>timely data and analysis as provided in the World Investment Report are vital tools for policymakers [...] in setting priorities and formulating policy responses to recent development</i>", Ambassador Ellen Nee-Whang (Ghana for the African Group, TDB, 57th session). - The GITM provides timely and e-based quarterly overview and analysis on international investment and policy developments at the national and international levels. 	<ul style="list-style-type: none"> - A total of 138 policymakers and decision makers from developing countries reported a better understanding of public and private investment issues as a result of UNCTAD's work in the area of investment for development. - WIR 2010 was used as a background document for the preparations of major Conferences and Summits, including the COP XVI UN climate conference in Cancun. - The WIR 2010 led to the creation of a capacity building project for IPAs to help them attract green FDI in renewable energy, sustainable agriculture, and more energy efficient production. - Building on the WIR09, UNCTAD developed and promoted in 2010, in cooperation with the FAO, IFAD and the World Bank, a set of principles for responsible agricultural investment for sustainable development, which were subsequently endorsed by the General Assembly and the G20.

Investment and Enterprise Division

Capacity-Building

- Completion of 3 regional and national workshops on FDI statistics, benefitting 22 developing countries, including 13 LDCs.

- 3 additional requests for regional and national training workshops on FDI statistics received.

- A total of 82 high-level officials took time out to be trained in 2010.

- 92% of the participants found the workshops relevant for their work and contributed to their understanding of the issues at stake.

- 84% of the participants said the objectives of the workshops were met.

- On average, new requests were addressed within three months.

- 91% of the participants praised the organizational aspects of the workshops.

Stakeholder feedback:

"The Peruvian Government thanks UNCTAD's DIAE ... for the organization of the workshop about FDI trends and statistics.[...] This is very important for Peru since it helped to improve FDI recollection and registry of data in the Latin American Region", Ambassador Rojas Samanez, Peruvian Mission, TDB 2011.

Consensus-Building

- World Investment Forum 2010.

- Attendance: over 1,800 participants from 120 countries and 16 international organizations.

-Level of participation: 9 Head of States, 4 heads of international organizations and 79 Ministers.

- 250 journalists covered the WIF 2010 with reports in 136 newspapers and online media sites in over 140 countries.

- *"The Forum is a good example of a multi-stakeholder approach"* - H.E Ms. Tarja Halonen, President of Finland, WIF2010, Xiamen, China.

- *"The Forum is a commendable event, which creates a unique and timely opportunity for all of us to gather here and exchange our views on the ways to ensure international economic growth in the aftermath of the global economic crisis and, at the same time, to promote green investment"*, H.E. Mr. Olafur Rganar-Grimsson, President of Iceland, WIF2010, Xiamen, China.

- *"I believe that this Forum plays an important role in streamlining the international investment policy towards sustainable development and substantial ideas, views, comments and proposals will be born at this Forum"*, H.E. Mr. Enkhbold Miyegombo, Deputy Prime Minister, Mongolia.

- The Forum was organized over a period of 18 months with a cross-branch DIAE WIF Task-Force of 8 staff (dedicating part of their time), aided at the conference location by 150 local volunteers.

Stakeholder feedback:

*"The theme of this year's forum "Investing in sustainable development" meets the aspirations of countries in the world, developing countries in particular, for promoting economic development through foreign investment attraction and **contributes to the attained of the United Nations Millennium Development Goals**", H.E. Xi Jinping, Vice President of the People's Republic of China, WIF2010, Xiamen, China.*

Investment and Enterprise Division

Main Outputs (2011)	Relevance	Quality	Efficiency	Effectiveness/Direct
<u>Research and policy analysis</u>				
<ul style="list-style-type: none"> - World Investment Report (WIR) 2011: <i>Non-Equity Modes of International Production and Development</i> - Quarterly Global Investment Trends Monitor (GITM) (3) - Publication of 2 volumes of the Transnational Corporations Journal. - Investment Country Profiles (6 additional profiles released) - Maintenance and updating of the databases (FDI, TNCs, Mergers and Acquisitions, National Laws) 	<ul style="list-style-type: none"> - WIR 2011 was launched in over 65 countries. - Global press coverage - 14,000 press releases issued. - Within a year, WIR11 downloads exceed 192,000, with the full report downloaded over 100,000 times (downloads emanated from 171 countries and one fourth of these emanated from policymakers). - Some 600 policymakers attended the various presentations of WIR 2011 - Sales figures of WIR11 showed an increase of 163% by comparison to previous year. - GITM peaked 400 press clippings per issue. 	<ul style="list-style-type: none"> - The WIR 2011 scored an average rating of 4.2 on a scale of 5 in the Working Party's Report on the Readership Survey of UNCTAD's main 2011 publications. - "<i>The United States commends and frequently consults UNCTAD's World Investment Report</i>", Ambassador Betty E. King, Representative of the United States to the Office of the United Nations, Investment Commission, 2011. 	<ul style="list-style-type: none"> - The databases allow investment stakeholders to access information on more than 200 economies covering a period of 40 years; the TNC database is one of the largest in the world. 	<ul style="list-style-type: none"> - A total of 160 policymakers and decision makers from developing countries reported a better understanding of public and private investment issues as a result of UNCTAD's work in the area of investment for development. - WIR2011 served as substantive background documentation in the preparatory process and during the UN LDC IV Conference. - Based on WIR findings, UNCTAD developed a comprehensive multi-year (2011–2015) regional investment work programme to help realize the objectives and key investment provisions of the ASEAN Economic Community Blueprint and the ASEAN Comprehensive Investment Agreement.
<u>Capacity-Building</u>				
<ul style="list-style-type: none"> - Completion of 5 national workshops on FDI statistics, benefitting 14 developing countries. 	<ul style="list-style-type: none"> - 7 additional requests for regional and national training workshops on FDI statistics received. - 131 high-level officials took time out to be trained. 	<ul style="list-style-type: none"> - 63% of the participants found the workshops relevant. - 88.5% of the participants said the objectives of the workshops were met. - "<i>The techniques that were disseminated on FDI data compilation will contribute to improvements in that area of statistics in the East African Community (EAC) region</i>" Alloys Mutabingwa, Deputy Secretary General, East African Community Secretariat, 2011 	<ul style="list-style-type: none"> - New additional requests for assistance were completed within a two months' timeframe. - 88% of the participants praised the organizational aspects of the workshops. 	<ul style="list-style-type: none"> - As a result of UNCTAD assistance on FDI Statistics workshops, government officials are able to prepare their own investment reports. Albania and COMESA were able, following UNCTAD's assistance, to issue their first investment reports - UNCTAD Technical assistance in the Latin American Region constitutes a first step towards the establishment of a regional association of FDI data compilers to harmonize FDI statistics in the region and to share experiences of data collection and reporting.

Investment and Enterprise Division

Consensus-Building

- Completion of the four year cycle of the Multi-Year Expert Meeting on Investment and Development

- 9th Meeting of the Investment Advisory Council IAC , UN LDC IV, Istanbul, April 2011

- 821 experts, including 213 participants from capitals, 25 NGOs and 27 private companies took time out to participate in the intergovernmental meetings.

-Among the 27 participants to the 9th IAC, 2 Presidents and several ministers, the President of the UN General Assembly, and 5 Heads of international organizations, as well as 10 top executives from the business community.

- Cycle of MYEM on Investment for Development allowed for meeting objectives set by paragraph 207 of Accra Accord, i.e. practical options and actionable outcomes (UNCTAD's IPFSD)

- IAC recommendations were reflected in the Istanbul roadmap of action.

- As a result of the IAC the China-Africa Business Council proposed to bring together LDC investment promotion officials and Chinese investors to explore concrete investment opportunities in Comoros.

Investment and Enterprise Division

Expected Accomplishment 1: Increased understanding of various key public and private investment issues and of the impact of foreign direct investment on development, as well as of related policies that could promote development gains from such investment. (Doha Mandate. Paras 18, 65(a), 65(b), 65 (e)) As per the approved Strategic Framework for the Biennium 2011-2012.

Main Outputs (as of end Sept 2012)	Relevance	Quality	Efficiency	Effectiveness/Direct impact
<u>Research and policy analysis</u>				
<ul style="list-style-type: none"> - World Investment Report 2012: <i>Towards a New Generation of Investment Policies</i> - Quarterly Global Investment Trends Monitor (GITM) (2) - Investment Country Profiles (8 additional profiles released) - Maintenance and updating of the databases (FDI, TNCs, Mergers and Acquisitions, National Laws) 	<ul style="list-style-type: none"> - WIR 2012 was launched in over 61 countries. - More than 45,000 download in the first 3 months of the launch (with 1,000 downloads per day during the first month). -WIR 2012 referred to in more than 700 press articles -8 presentations of the IPFSD contained in WIR2012 to over 450 policy makers. 	<ul style="list-style-type: none"> - WIR12 acknowledged by policy-makers at the highest level, including by President of Tunisia, Prime Minister of India, Albania's government during cabinet meeting, UK Prime minister's office... - "<i>UNCTAD provides the policy know-how for moving from the traditional investment model to the new sustainable development mode</i>", H.E. Rob Davies, Minister of Trade, South Africa, launch of IPFSD, South Africa, July 2012 . - "<i>UNCTAD Investment Policy Framework for Sustainable Development...provides a useful instrument for thinking about key issues in harnessing investment for sustainable and inclusive development... the framework's core principles are fundamental in supporting investment policy-making in developing countries in a balanced and effective way...UNCTAD provides us with a strong platform for debating investment policy</i>", H.E. Ms. A. Gonzales, TDB, 59th session, Geneva, September 2012 - <i>UNCTAD is promoting a new investment policy framework for sustainable development (IPFSD) focused on balancing the rights of investors with the need for the state to take an active role to ensure investments benefit society...UNCTAD's heterodox way of approaching economics, which has persistently but unsuccessfully challenged the blinkered perspectives of the OECD, World Bank and other organizations in hock to western interests over many years, may finally have some success in the years to come.</i>" The Guardian, 20 July 2012. 	<ul style="list-style-type: none"> - The databases allow investment stakeholders to access information on more than 200 economies covering a period of 40 years; the TNC database is one of the largest in the world. 	<ul style="list-style-type: none"> - "<i>For the first time, UNCTAD introduces a matrix ranking countries on how well their FDI inflows contribute to development. something to be celebrated as recognition that FDI per se does not reduce poverty, but specific types of FDI may do so.</i>" <i>The Guardian "UNCTAD's ranking of foreign direct investment is a cause for celebration"</i>, 20 July 2012 WIR conclusions and its IPFSD are already serve as a reference tool for policy-making: -IPFSD was used at the request of SADC to inform a series of workshops on IIAs issues in July 2012. -The President of Tunisia, receiving the Report on 11 July 2012, requested that the Investment Policy Review of the country be carried out on the basis of the conclusions of the WIR and UNCTAD's IPFSD.

Consensus-Building

- World Investment Forum 2012
 - Attendance: over 1,400 stakeholders from 145 countries.
 - Level of participation: 9 Head of States, 5 heads of international organizations and 41 Ministers.
 - Over 200 journalists covered WIF2012 with reports in over 100 newspapers.
 - 90% of the respondents to WIF2012 survey found that the topic of the session was relevant. 92% of the respondents found that the discussions contributed to the meetings ' objective.
 - 92% of the respondents to WIF2012 survey stated that the Forum was a valuable use of their time, while 95% of them acknowledged that the WIF was valuable for their work.
 - "*The World Investment Forum constitutes an **excellent opportunity for consensus building in the field of investment and development***", H.E. Ms. Ann Ruth Herkes, State Secretary for Economics and Technology, Germany, WIF2012, Qatar.
 - 85% of the respondents to the WIF2012 praised the organization of the event.
 - WIF 2012 was broadcasted live by international media partners and reached a global audience.
 - 58% of participants to WIF 2012 praised the Forum for its networking opportunities:
 - "*WIF brings together people, who normally do not have possibility to come in touch*" [one respondent to the online survey].
 - "*The World Investment Forum provides an **essential platform for the international community to accelerate investment and to encourage sustainable development in even more of the world's poorest countries***", Mr. Bill Clinton, Former President of the United States and Chairman of the William J. Clinton Foundation, WIF2012.
 - WIF 2012 summit came up with a snapshot of where international investment is headed and offered a set of investment-for-development strategies and partnerships for the decade ahead.
 - The Forum triggered a number of investment deals - such as the concrete commitment on the part of Nestle to visit Comoros in order to evaluate opportunities to invest in the production of vanilla bourbon.
 - WIF 2012 allowed for the launch of major international initiatives, such as the Investment Policy Framework, the Entrepreneurship policy framework and a new accounting development toolkit.
-

Investment and Enterprise Division

Expected Accomplishment 2 : Increased ability to create an environment conducive to attracting and benefiting from investment for development (Accra Accord, paras. 148–150) As per the approved Strategic Framework for the Biennium 2010-2011.

Main Outputs (2010)	Relevance [Indicators of usefulness and acceptance]	Quality [indicators of quality in terms of end-user appraisal]	Efficiency [Indicators of efficient resource use in achieving accomplishments]	Effectiveness/Direct impact [Indicators of beneficiary value-added]
------------------------	--	--	--	--

Investment and Enterprise Division

Research and policy analysis

- Publication of 3 Investment Policy Reviews (Burundi, El Salvador, Sierra Leone).
 - Launch of the quarterly Investment Policy Monitors (IPM).
 - Publications of the Investment Advisory Series (3).
 - Reports on the G20 trade and investment measures (3)
 - Publication of 2 LDCs Investment Guides (Lao PDR and Benin)
- 12 additional requests for IPRs were received in 2010.
 - 87% of the participants to the intergovernmental session of Sierra Leone felt the IPR was useful and its policy recommendations were relevant.
 - According to UNCTAD's 2010 readership survey 89% of the respondents stated that the publications of the Investment Advisory Series are very useful for their work: "As the IPA of an LDC, we got a better insight into our own capacities.
 - *We are now better fit to do a really professional job" (a representative from the Ras al Khaimah Free Trade Zone Authority, UAE, April 2010)*
- *"We appreciate the work of UNCTAD on Investment Policy Reviews (IPRs) which have helped developing countries to create an enabling environment for investment, but also to provide the opportunity to learn lessons and best practices in a more in-depth and comprehensive manner."* (H.E. Desra Percaya, Ambassador of the Republic of Indonesia, Geneva, May 2010)
 - As evidenced by the results of the UNCTAD 2010 readership survey on the *Investment Advisory Series*, 98% of respondents considered the publications as "excellent" or "good."
 - *"We congratulate UNCTAD for its work and look forward to seeing for further editions of The Report on the G20 Trade and Investment Measures."* The Spanish Presidency on behalf of EU.
 - *"I have appreciated [the G20 Report on Trade and Investment measures] both for the quality of the analysis and the information provided"* H.E. L. Mirachian, Ambassador, Permanent Representative of Italy to the UN, June 2010.
- Electronic IPMs allow for large and immediate dissemination of up-to-date, country-specific information on recent national and international investment policy developments.
 - *"...we welcome the findings of the IPR, many of which have already been mainstreamed in our national development strategy – the Agenda for Change."* (Dr. Samura M W Kamara, Minister of Finance and Economic Development of Sierra Leone)
 - As of the end of 2010, 17 out of 28 countries (61 per cent) where an IPR had been completed saw an increase in their ranking in the World Bank Doing Business Indicator.
 - As of the end of 2010, a total of 161 recommendations were implemented.
-

Investment and Enterprise Division

Capacity-Building

Training/workshops:

- On the development of human resources required for formulating and implementing integrated national policies related to investment (6)
- On capacity-building for Investment promotion and facilitation, including study tours(5)
- On business facilitation issues (12)
- On intellectual property for development

Advisory services:

- In investment policies and legislation, including sector policies and mechanisms to attract international investment and benefit from it (16)
- On how to strengthen investment institutions through the application of pragmatic tools and best practices in investment promotion and facilitation with a particular focus on good governance (19)
- On the development aspects of intellectual property rights (2)
- Installation and development of the e-Regulations system in 12 countries in Africa, Asia and Latin America.

- A total of 104 investment promotion officials took time out to be trained in 2010.

- 72 % of participants in the Investment Promotion study tours stated that they substantially benefitted from it, while 28% indicated that sufficiently benefitted from it.

- Since January 2010, there have been 144,000 unique visitors to the eRegulations systems.

- "The Viet Nam e-Regulations system is a very valuable information tool for investors, as it presents procedures online in a totally transparent way". (H.E. Dang Huy Dong, Vice Minister of Planning and Investment, Viet Nam, July 2010)

-"UNCTAD is one of the lead stakeholders under the World Health Assembly's Resolution 61.21 on a Global Strategy and Plan of Action on Public Health, Innovation and Intellectual Property. (Intellectual Property Watch, 30 August 2010).

- *"We are impressed with the excellent work done by UNCTAD to support Haiti and Dominican Republic joint efforts to promote much needed investment in productive capacity, in particular the Border-zone Industrial Parks initiative."* (H.E. Eddy Martinez Manzueta, Secretary of State, Executive Director of Centre of Exports and Investments of the Dominican Republic, Investment Commission, May 2010)

- The Study on "the interface of intellectual property and competition law in Thailand does not only provide useful information from different perspectives but is also an important contribution to policy-making...", (Ms. P. Tanasanti, Director-general, Department of Intellectual Property, Thailand, 26 February 2010).

- On Capacity Building in Investment Promotion: "Such a short and focused programme enables sharing and learning through interactive sessions with experts in the respective fields." (Mr. Sangay Wangdi, Director of the Department of Industry, Ministry of Economic Affairs of Bhutan, September 2010)

-"The meeting was very productive and gave me the tools and information that will help Guatemala defines strategies and policies towards investment promotion". (M.R.España, Investment RPomotion Manager, Guatemala Trade and Investment).

- As of the end of 2010, a total of 161 recommendations were implemented.

- "The IPR is an excellent progression in bringing investment to Sierra Leone, in the effort to unlock the potential identified in the country's National Export Strategy." - (Kamalesh Sharma, Commonwealth Secretary-General).

- "The study tour has been a good opportunity for IPA staff to understand important concepts and ideas and putting them to test in their own country's context", (Ms. Tofinga Buriata. Foreign Investment Officer, Ministry of Commerce, Industry & Cooperatives, Kiribati (April 2010))

- "The Mali e-Regulations project, under the supervision of the Ministry of Industry, Investments and Trade, has obtained tangible and durable results on administrative transparency and investment promotion." (Ahmadou Abdoulaye Diallo, Minister of Industry, Investments and Trade, Mali, 2010).

Investment and Enterprise Division

Consensus-Building

- Intergovernmental presentations of the IPRs of Burundi, Belarus, El Salvador and Sierra Leone in the context of the UNCTAD Commission on Investment, Enterprise and Development

- Meeting was attended by 241 participants, including 42 ministers and ambassadors.

- According to the questionnaire survey collected 87% of the participants to the meeting rated the intergovernmental presentations of IPRs as good or excellent, while 92% judged that the objectives of the meeting were met.

-“The LLDC group wishes to commend UNCTAD for their works on Investment Policy Reviews (IPRs), which have supported developing countries to create the conditions to strengthen the environment for investment.”
(Ambassador Federico Gonzalez, permanent representative of Paraguay on behalf of LLDCs, Investment Commission, May 2010)

-76 % of the participants expressed their satisfaction following the intergovernmental presentation of the IPRs when assessing the organization, quality of presentation, facilities, and interactivity of the meeting.

-The outcome of the G-8 Muskoka Summit (25-26 June 2010) reaffirmed the commitment of the G-8+G-5 L'Aquila Summit, which commended UNCTAD's contribution to the international deliberation on the development dimension of investment policies.

Expected Accomplishment 2: Increased ability to create an environment conducive to attracting and benefiting from investment for development (Accra Accord, paras. 148–150) As per the approved Strategic Framework for the Biennium 2010-2011.

Main Outputs (2011)	Relevance	Quality	Efficiency	Effectiveness/Direct impact
---------------------	-----------	---------	------------	-----------------------------

Research and policy analysis

Publication of 2 Investment Policy Reviews (the former Yugoslav Republic of Macedonia and Guatemala) and 2 Implementation Reports (Ethiopia and United Republic of Tanzania)

- Publications of the Investment Advisory Series (4).

- Publication of quarterly Investment Policy Monitors.

- Reports on the trade and investment measures (3)

- Launch of UNCTAD's Reference Guide to Using Intellectual Property Rights to Stimulate Pharmaceutical Production in Developing Countries.

- Publication of 3 Investment Guides (Comoros, Morocco and Zambia)

- Launch of a global Investment Policy Monitoring System

-The IPR national workshops were attended by more than 125 participants from government, private sector and civil society. They attracted also a significant number of journalists. Both IPRs were discussed at Cabinet level and recommendations endorsed.

-All respondents to a questionnaire on the value and content of IPRs indicated that they are overall very useful or useful.

- *"The Investment Advisory Series are extremely useful"*, (Adrian Blanco Estevez, Head of the Department of Projects and Investments, Invest in Spain (4 May 2012))

- Investment in Pharmaceutical Production in LDCs received wide coverage, including from Inter-Press Service, Voice of America, IP Watch and the British Medical Journal.

- *"FDI is a fundamental ingredient for development and the Investment Policy Review of Guatemala constitutes a key impulse to the national dialogue on the reforms necessary to attract much needed investment."* (Erick Coyoy, Minister of Economy, Republic of Guatemala)

- *"The Investment Policy Monitor is a valuable source for all of us doing research on FDI"*, (Jan Van Wyck, Associate Professor, Pittsburg State University (13 October 2011)).

- A participant at the intergovernmental presentation of the IPR Guatemala indicated that all IPRs are valuable as they take a holistic approach to investment attraction.

- *"They [UNCTAD] put development principles into action by examining whether the country's IP policies were in line with access to technology transfer, access to medicines and access to textbooks"*, CDIP/8/INF/1, 8 September 2011

- On IPRs, UNCTAD adopted cost-efficiency production improvements, including by outsourcing supporting services required for the preparation of the reports locally (organization of the fact-finding meetings, transportation, printing, translation, etc.) and developed internal expertise to reduce reliance on consultants.

- The Global Investment Policy Monitoring System allows developing countries to benchmark their investment policies and share experiences and best practices, through the development of an e-based network.

- In Guatemala, sectoral workshops were organized to discuss with policymakers the more urgent regulatory reforms and inform in a timely fashion the legislative process in the areas of mining, electricity and road infrastructure. In these three areas, Guatemala has already undertaken significant policy reforms in line with the IPR.

- In the former Yugoslav Republic of Macedonia, the IPR recommendations matrix was fed into the Government's strategic plan to stimulate investment.

- Implementation Reports for Ethiopia and United Republic of Tanzania showed that the IPRs were instrumental in driving key investment-related reforms. In Ethiopia, this includes revision of the investment code and reforms in the agricultural and leather sectors. In the United Republic of Tanzania, this materialized in revisions of the laws on labour and competition among others.

- Following the successful launch of the Zambia's investment guide in the Hague, representatives of 12 Dutch investment companies undertook their first-ever trade mission to Zambia since the independence of the country.

Investment and Enterprise Division

Capacity-Building

Training/workshops:

- On the development of human resources required for formulating and implementing integrated national policies related to investment (5)
- On capacity-building for Investment promotion and facilitation (5)
- On intellectual property for development (1)

Advisory services:

- In investment policies and legislation, including sector policies and mechanisms to attract international investment and benefit from it (13)
- On how to strengthen investment institutions through the application of pragmatic tools and best practices in investment promotion and facilitation with a particular focus on good governance (20)
- On the development aspects of intellectual property rights (Finalization of 8 case studies on Local Production of Pharmaceuticals and Related Technology Transfer in Developing Countries).
- Maintenance and development of 19 E-Regulations system.

Participation of government officials at the highest level: Minister of Economy of Guatemala participated in several activities related to the IPR Guatemala, while Deputy Prime Minister of Macedonia confirmed the Government's commitment to the IPR process.

- Over 550 investment promotion officers and policy makers from 50 countries took time off to be trained by UNCTAD on investment promotion.

- At a regional workshop on strategic investment promotion in the Dominican Republic which had 49 participants from 17 countries and territories, the relevance and quality of presentations received high scores in the evaluation, while investment promotion officials indicated that they sufficiently (55%) or substantially (45%) benefitted from the workshop (19-21 September 2011).

- Total number of visits to the national eRegulations systems was 363' 831 in 2011.

- 55% of the participants to the workshops on investment promotion stated that they sufficiently benefitted from it.

"Investment procedures in Rwanda are now displayed online, in a clear and transparent way, through the Rwanda eRegulations system, which is an extremely valuable tool to facilitate investment and entrepreneurship in Rwanda". (John Gara, CEO, Rwanda Development Board, February 2011).

"The Viet Nam e-Regulations system is a very valuable information tool for investors, as it presents procedures online in a totally transparent way"(H.E. Dang Huy Dong, Vice Minister of Planning and Investment, Viet Nam, 2011).

"L'analyse des procédures administratives et leur diffusion sur le site eRegulations Comores... nous permet désormais de disposer d'un outil efficace pour identifier les mesures de simplification à mettre en œuvre pour faciliter les affaires". (H.E. Oubeidi, Ministre rattaché à la Présidence, charge de l'Economie et du Commerce Extérieur, Comores).

- "The 7th China International Investment Promotion Forum on low-carbon investment provided a platform to exchange policy options, strategies and best practices for the promotion of green FDI, and strengthened international cooperation in this important area." (Mr. Tarun Kapoor, Joint Secretary of the Ministry of New and Renewable Energy of India, November 2011).

- The Report [Development Dimension of Intellectual Property in Indonesia] is beneficial and is a very good reference for our patent law amendment process", (Director General of DGIPR, Indonesia, 28 December 2011).

Investment and Enterprise Division

Consensus-Building

- Intergovernmental presentations of the IPRs Guatemala and of the Implementation Reports of the IPRs Ethiopia and United Republic of Tanzania
 - Organization of a joint conference in cooperation with BMZ and UNIDO on local pharmaceutical production in Africa
 - Meetings were attended by 223 participants including ministers and ambassadors representing 48 countries.
 - 143 stakeholders, including representatives of pharmaceutical companies and associations in Africa took time off to participate in the Conference on Pharmaceutical production.
 - "Our Government is committed to realize a conducive investment and business environment and this Report [Implementation Report] will help us address some of the constraints" Ambassador of Ethiopia (May, 2011).
 - "I wish to express publicly my Government's appreciation to UNCTAD for the detailed work. Mr. Secretary General, given the quality of the assessment and recommendations, the IPR is undoubtedly a useful tool for the investment attraction strategy of Guatemala. Let me again publicly express the commitment of my country to follow up on the priority agenda for reform identified" Alfredo Pókus, Minister of Energy and Mining of Guatemala (May, 2011)
 - UNCTAD assisted the IPR beneficiary countries to capitalize on their presence in Geneva to meet with international investors and present their investment opportunities by facilitating the organization of investment networking events parallel to the intergovernmental session.
 - The intergovernmental discussion of the IPR was instrumental in securing government commitment to implement the recommendations and to secure donors' support for technical assistance.
-

Investment and Enterprise Division

Expected Accomplishment 2: Increased ability of developing countries to create an environment conducive to attracting and benefiting from investment for development (Doha Mandate, Para 18, 65(a), 65(d), 65(e), 65(h)). As per the approved Strategic Framework for the Biennium 2012-2013.

Main Outputs (as of end Sept 2012)	Relevance	Quality	Efficiency	Effectiveness/Direct impact
Research and policy analysis				
<ul style="list-style-type: none"> - Publication of the Investment Policy Review of Mozambique and preparation of IPRs Bangladesh, Djibouti, Republic of Moldova and Mongolia - Publication of the quarterly Investment Policy Monitor (2) - Launch of IPFSD (as part of WIR 2012) in more than 41 countries. - Report on Trade and Investment Measures - Publication of the Investment Guides to Kenya, Burkina Faso, Rwanda, Bhutan (forthcoming 2012) and the first on-line iGuide to Rwanda (forthcoming 2012) 	<ul style="list-style-type: none"> - At the national workshop in Maputo, the Vice Minister of Planning and Development welcomed the report and expressed the Government's intention to use its recommendations to improve the country's investment environment. - <i>"The investment guide will be a resourceful document for our existing as well as potential investors."</i> - John Gara, CEO, Rwanda Development Board. 	<ul style="list-style-type: none"> - IPRs have been rated as high-quality products by various stakeholders. For instance, a respondent to a questionnaire on IPRs indicated that UNCTAD does exceptionally thorough work on the analysis of the investment framework and in providing a summary of conclusions and recommendations. - <i>"The Investment Guide was instrumental in communicating and informing potential investors, stakeholders... on investment opportunities in Kenya, the investment environment, market access requirements, the regulatory framework and the role of private sector participation in investment, trade and industrial growth and development."</i> - Julius Korir, Acting Managing Director, Keninvest. 	<ul style="list-style-type: none"> The organization of IPR fact-finding missions in Mozambique, Bangladesh and Mongolia was coordinated with other UNCTAD's programmes to increase mission efficiency and enhance synergies thus avoiding multiple travels and reducing the burden on the beneficiary government. - The Investment Guides and eRegulations programmes work synergistically: <i>"The transparency and objectivity of the investment guide makes it an excellent catalyst to improve administrative governance for businesses. We will now implement the eRegulations system."</i> - Taoufiq Boudchiche, Director at the regional development agency of the Oriental Region of Morocco. - Investment Guides are now being developed on-line (iGuides) to strengthen capacity building elements and communication, using the same platform as eRegulations - Launch events of Investment Guides are planned in conjunction with existing investment forums and/or intergovernmental meetings. 	<ul style="list-style-type: none"> - More than 200 IPR recommendations have now been implemented by beneficiary countries, 40% of which with the assistance of UNCTAD. - <i>"With its focus on developing investment policy options that promote sustainable development and inclusive growth, UNCTAD's IPFSD has been an important tool for our member States' discussions on the new SADC model BIT"</i>, (H. Erasmus, Investment Advisor at the SADC Secretariat, July 2012). - The Government of Kenya used the guide to organize an investor forum in Nairobi, following which two Indian IT firms, of which one was 3i-infotech, opened offices in the country. - By mid-2012, 10 out of 13 countries that had published an Investment Guide and benefited from associated investment promotion capacity building more than 2 years before registered an increase of FDI inflows significantly above the average increase for developing countries, with absolute increases of more than 200% for 8 out of those 10.

Investment and Enterprise Division

Capacity-Building:

Training/Workshops

- Technical assistance activities to implement the IPRs recommendations

- Two Better Facilitation Workshops on global investment promotion best practices and implementation of UNCTAD's eRegulation programme

- 13 capacity-building workshops on attracting FDI and benefiting from it.

Advisory services:

- 8 *ad hoc* advisory services, benefitting 3 countries.

- Installation of 25 e-Regulations system in Africa, Asia and Latin America.

- The Rwanda Minister of Trade and Industry welcomed the follow up UNCTAD Study on Foreign Investors' Perceptions of Rwanda on investment project implementation and will present the report's recommendations to the Cabinet of Ministers for appropriate policy actions (October 2012).

- Unique visitors to the eRegulations systems: 144,000 in 2010, 364,000 in 2011, now at more than 50,000 monthly visitors in 2012

- Over 100 participants from 64 IPAs and other stakeholders in the Better Facilitation Workshops indicated that they substantially (55%) or sufficiently (45%) benefited from the training.

- The joint UNCTAD-GIZ electronic platform allows for distance learning on the topic of intellectual property and local production of pharmaceuticals in developing countries, and intellectual property and biological diversity/Access and benefit sharing.

- The eRegulations system is based on a single platform, hosted in a single location, and is installed across a growing number of countries at marginal additional development cost, allowing spending per project to focus on technical assistance and capacity building.

- The eRegulations system presents administrative procedures online in a detailed and precise way, in several languages. It is mainly used to present investment procedures but it can be applied to any administrative process. Therefore, at no extra cost, local business procedures (registration, licensing, tax payments, etc.) are also covered.

The development team for the eRegulation system is using the same platform to upgrade iGuides (and potentially other DIAE investment advisory products), cross-fertilizing and spreading development costs.

- eRegulations: administrative procedures for investment, business registration and operations are simplified by eliminating unlawful or unnecessary steps and conditions, and by introducing eGovernance systems; on average, the cost and time of procedures can be decreased by 70%.

Simplification examples:

- Costa Rica: company creation procedure reduced from 32 steps to 3 steps (and from 60 to 3 days), thanks to an online system
 - Nicaragua: the process to obtain hygiene and security licenses has been reduced from 39 to 5 steps
 - El Salvador: enterprise creation procedure reduced from 12 to 3 steps and from by 80% in average, creation of a unique form (6 formerly) and implementation of an online registration system
 - Guatemala: enterprise creation procedures reduced by 40% in average
 - Honduras: cost of registration for individual entrepreneurs reduced by 50% and need to request a public deed from a notary eliminated
 - Benin: small enterprise creation procedure reduced from 13 to 5 steps
 - Cameroun: all administrations involved in enterprise creations grouped in a one-stop-shop
 - Mali: small traders can register for free, in 15 minutes, with only one form and a copy of their ID
 - Togo: company creation procedure reduced from 21 to 13 steps, and from 69 to 9 days
-

Investment and Enterprise Division

Expected Accomplishment 3: Increased understanding of key and emerging issues related to international investment agreements (IIAs) and their development dimension, and enhanced capacity in negotiating and implementing investment treaties, and managing investor-States disputes (Accra Accord, paras. 151 and 153). [As per the approved Strategic Framework for the Biennium 2010-2011.]

Main Outputs (2010)	Relevance [Indicators of usefulness and acceptance]	Quality [indicators of quality in terms of end-user appraisal]	Efficiency [Indicators of efficient resource use in achieving accomplishments]	Effectiveness/Direct impact [Indicators of beneficiary value-added]
Research and policy analysis				
<ul style="list-style-type: none"> - Publications of sequels to the Issues in IIAs series, the International Investment Policies for Development series, and IIA Issues Notes - Maintenance and development of five IIAs and ISDS databases. - E-network of IIA Experts and practitioners 	<ul style="list-style-type: none"> - 22 requests from IIA stakeholder community for presentations of analytical works received. - On average, the databases were accessed 17,000 times per month (from more than 160 countries). - IIA-related issues related to low-carbon investment (WIR 2010, chapter IV) were discussed in several academic and policy conferences, reached a broad range of stakeholders in the field of climate-change in the run-up to COP XVI in Cancun, Mexico. - "UNCTAD has done an excellent and timely job in putting IIAs on the agenda of the climate change community", Moritz von Unger, senior legal council, Climatefocus. 	<ul style="list-style-type: none"> - UNCTAD's 2010 readership survey of main publications, which covered WIR 2010 and the IIA publication on ADR gave ratings that ranged mostly between 4 and 5 (with 1 = minimum rating and 5 = best rating). - "The "handwerkliche Darstellung" [factual description] [of the scope and definition sequel] is very well done", Prof. Rudolf Dolzer, March 2011. 	<ul style="list-style-type: none"> - The databases allow investment stakeholders to access information on more than 1,700 BITs and 300+ other IIAs, covering all countries of the world. - IIA Issues Notes are published electronically, allowing for a faster completion of the production process and implementing a paper-less approach 	<ul style="list-style-type: none"> - As of 2010, UNCTAD had received 21 communications from Member States, acknowledging enhanced capacity to participate in negotiating and implementing investment treaties and managing investor-State disputes. - "...the Division have [has] assisted ASEAN in formulating a multi-year investment work programme in 2010 to translate specific provisions of the ASEAN Comprehensive Investment Agreement and the blueprint of the ASEAN Economic Community into actionable investment agenda. Some of the elements of the investment work programme are being implemented by ASEAN."

Investment and Enterprise Division

Capacity-Building

- Regional workshops to the benefit of 28 countries, and attended by 81 participants.
- 14 advisory services rendered to 36 developing countries.
- Overall, in 2010, 124 countries benefited from IIA work.
- 8 additional countries requested technical assistance (advisory services).
- 90% of participants to training courses said that they fully reached their expectations and improved their understanding of issues pertaining to IIAs.
- "The BITs review report prepared by UNCTAD is very useful in identifying key policy options and highlighting various formulations of BIT provisions", (Ms. Ivana Susic, Director General, Ministry of Economy, Croatia, November 2010).
- 85% of participants to the technical activities rated them as either excellent or very good.
- "UNCTAD's invaluable assistance in building the capacity of government lawyers from the Republic of Philippine and other members form the APEC in investor-State dispute settlement", (A. Devanadera, Secretary of Justice, Department of Justice, Philippines, January 2010).
- Technical assistance activities are carried out on a regional basis, thus facilitating larger country coverage and sharing of experiences between participating countries.
- Technical assistance activities are carried out with local or regional partners, e.g. ISDB, SELA, allowing of a pooling of resources.
- Advisory services are covering regional issues, e.g. SADC EPA negotiations, thus impacting on a larger number of beneficiaries.
- As of 2010, UNCTAD had received 21 communications from Member States, acknowledging enhanced capacity to participate in negotiating and implementing investment treaties and managing investor-State disputes.
- The Model BITs for Croatia, Morocco and Namibia were drafted with UNCTAD assistance and then used as a basis for negotiations.
- Assisted Botswana, Lesotho, Mozambique and Swaziland in the negotiations of investment and services provisions in the SADC-EC EPA which have been going on since 2004
- Assisted Argentina, Colombia, Dominican Republic, Malaysia, Panama and Uruguay through the Dispute Prevention Policies. Since the training, neither Panama, Malaysia, Dominican Republic, nor Colombia have communicated the initiation of new cases.

Consensus-Building

- IIA Conference (WIF 2010)
 - Launch of the G15 of Law Schools Pilot Project, establishing an academic network of 15 law schools in the area of international investment law.
 - Undertake broad-based consensus-building on issues related to the reform of the investor-State dispute settlement system ("conservations")
 - E-network of IIA Experts and practitioners
 - IIA Conference saw participation of 223 IIA negotiators, investors, practitioners, solicitors, senior counsels, academic experts and representatives of civil society from 80 countries.
 - Number of IIA experts for the online IIA network increased to 1,370.
 - "I want to congratulate UNCTAD for arranging this conference and also for including civil society and for taking on these issues which indeed are large and daunting in some respects," Mr. Daniel Magraw, President and CEO, Center for International Environmental Law (CIEL), 2010 IIA Conference.
 - The IIA Conference was folded into the 2010 WIF, allowing for a pooling of resources, increased outreach to a wide range of stakeholders and strengthened linkages between academic and policy work.
 - Meetings jointly organized with other organizations (e.g. joint OECD-UNCTAD Symposium on IIAs and ISDS) allow for the pooling of resources and better outreach.
 - The launching of the "conversations" (2 held in 2010) provides a "bottom up" element, effectively complementing official inter-governmental channels.
 - By folding the IIA Conference into the 2010 WIF it fed directly into the Ministerial Round Table.
 - "The conference offered space for developing countries to share experiences and policy directions. It is important to carefully assess the functions of IIAs". H.E. Mr. F. Mutati, Minister of Commerce, Trade and Industry, Zambia, 2010 IIA Conference.
 - IIA related aspects of the 2010 WIR (climate change) fed directly into the work of other organizations (e.g. Energy Charter Treaty, Investment Group), laying the ground for further cooperation. Dario Chello, Director of Investment and Energy Efficiency, wished to "... express my sincere thanks to you for your excellent presentation ... I hope that in the future we can also count on your continued support".
-

Investment and Enterprise Division

Main Outputs (2011)	Relevance	Quality	Efficiency	Effectiveness/Direct impact
Research and policy analysis				
<ul style="list-style-type: none"> - Publication of sequels to the Issues in IIAs and of IIA Issues Notes - Maintenance and development of five IIAs and ISDS databases. - E-network of IIA Experts and practitioners 	<ul style="list-style-type: none"> - The MFN and Scope and Definition sequels, by themselves, boosted the overall sales by 55.8% as compared to the values of 2010 - 21 additional requests for UNCTAD's presentations received. - On average, the databases were viewed 19,000 times per month (representing visitors from 183 countries or territories (source: Webstats.com). - <i>"UNCTAD is right in highlighting this pressing issue! Countries face enormous challenges as IIAs allowing disgruntled bondholders to sue countries through international arbitration,"</i> Sanya Reid Smith, TWN, Geneva. 	<ul style="list-style-type: none"> - UNCTAD's 2001 readership survey of main publications, which covered WIR 2011 gave ratings that ranged mostly between 3,8 and 4,4 (with 1 = minimum rating and 5 = best rating). 	<ul style="list-style-type: none"> - E-publication of IIA issues notes economizes on paper use, length of publications process and economies of scale in terms of outreach. - The modernization of the IIA databases allows investment stakeholders to access information on more than 2,834 BITs and 332 + other IIAs, covering all countries of the world. 	<ul style="list-style-type: none"> - Annual ISDS updates made available to the IIA experts community allows participating member States to keep abreast of developments in this field and to better handle disputes.
Capacity-Building				
<ul style="list-style-type: none"> - 5 regional workshops were carried out, attended by 196 participants. - 11 Advisory works rendered to 20 countries 	<ul style="list-style-type: none"> - 20 additional countries requested advisory services. - 97% of participants found the workshops useful to their work and improved their understanding of issues pertaining to IIAs. 	<ul style="list-style-type: none"> - As of end-2011, UNCTAD had received 42 communications from Member States, acknowledging enhanced capacity to participate in negotiating and implementing investment treaties and managing investor-State disputes. 	<ul style="list-style-type: none"> - In 2011, over 200 IIA practitioners from 60 countries benefited from training activities on various key and emerging issues, and on Investor State Dispute Settlement techniques. Feedback was excellent, with over 90% of the participants acknowledging that the courses contributed to improving their understanding of key issues and implications of IIAs. 	<ul style="list-style-type: none"> - Angola benefitted from investor-State dispute prevention training, which was aimed to assist the country in preventing unanticipated disputes from foreign investors. - Belarus benefitted from a revision of its draft new Investment Code, which will be voted by the local assembly to form the core law that will regulate foreign direct investment. - Bosnia and Herzegovina, South Africa and Thailand benefitted from contributions to the development of a new model BIT: "Your comments and suggestions will certainly contribute to put in place an effective investment treaties framework which is in compliance with the international standards." M. Salic, Assistant Minister, Ministry of Foreign Trade and Economic Relation, Bosnia & Herzegovina, 15 February 2011.

Investment and Enterprise Division

Main Outputs (2011)	Relevance	Quality	Efficiency	Effectiveness/Direct impact
Consensus-building				
<p>- 3rd session of the Commission on Investment, Enterprise and Development, Geneva, May 2011</p> <p>- Ad-hoc expert meeting on "Disentangling the spaghetti bowl", Berne, September 2011</p> <p>- 4th session of the multi-year expert meeting on investment for development, Geneva, December 2011, attended by 115 delegates representing 55 countries, 5 intergovernmental organizations, 7 specialized organizations and 3 non-governmental organizations</p>	<p>- Numerous delegates, including capital-based representatives, and representatives from other organizations took time out to follow the discussions in the Commission and expert meeting sessions.</p> <p>- Number of IIA experts for the online IIA network increased to 1,430.</p>	<p>- During the 58th Session of the Trade and Development Board (12-23 September 2011), the G77 commended the work undertaken in the area of IIAs, as "assisting developing countries to participate as effectively as possible in international investment rulemaking at the bilateral, regional and multilateral level"</p>	<p>- UNCTAD's IIA related meetings are scheduled back to back to other relevant events, to ensure pooling of resources, cross-fertilization and outreach to an increasing number of stakeholders (e.g. ad hoc expert meeting in Bern held back to back to the World Trade Forum; 4th session of multi-year expert meeting in Geneva, held back to back with a WIR brainstorming focusing on the IIA related parts of WIR 2012).</p> <p>- The "Conversations" (5 held in 2011) provide a "bottom up" element, effectively complementing official inter-governmental channels.</p> <p>- "This expert meeting allows to create linkages between the IIA community and other UN processes aimed at fostering the human rights contribution of foreign investors", Andrea Shemberg, Legal Adviser to the Special Representative of the UN Secretary-General for Business and Human Rights.</p>	<p>- "[...] we have all experienced the benefits, which multilateral engagement through the sharing of experiences and best practices can have for bringing us towards a more coordinated and coherent international investment regime", H.E. Mr. L. Wasescha, Ambassador of Switzerland and chair of the 4th session of the Multi-Year Expert Meeting on Investment for Development</p>

Investment and Enterprise Division

Expected Accomplishment 3: Increased understanding of key and emerging issues related to international investment agreements (IIAs) and their development dimension, and enhanced capacity in negotiating and implementing investment treaties, and managing investor-States disputes (Doha Mandate, paras. 18 and 65(k)). [As per the approved Strategic Framework for the Biennium 2012-2013.]

Main Outputs (up to Sept 2012)	Relevance	Quality	Efficiency	Effectiveness/Direct impact
Research and policy analysis				
<ul style="list-style-type: none"> - Publication of two sequels to the UNCTAD series on Issues in IIAs (FET, Transparency) , the annual IIA Issues Note on Investor-State Dispute Settlement and the ad-hoc IIA Newsflash - Publication and wide dissemination of IPFSD - Maintenance and development of five IIAs and ISDS databases - Revision of IIA Mapping based on IPFSD. 	<ul style="list-style-type: none"> - 17 universities requested presentations on IIA issues, all delivered. - As of 3 September and since the 5 July launch, the IPFSD has been downloaded more than 33,000 times. - IPFSD based IIA research feeds into concrete products/ technical assistance activities, e.g. the Investment Policy Reviews for Bangladesh, Djibouti, Macedonia FYR, Moldova, Mongolia, and Mozambique. - <i>"In this connection, it is welcomed that the new UNCTAD World Investment Report launched at the beginning of July 2012 for the first time deals with exactly this topic "Investment policy for sustainable development" [unofficial translation], PowerShift e.V., June 2012</i> - In the few months since it's launching, IIA-related aspects of IPFSD were reviewed or debated in more than 25 academic, policy or news articles devoted to IIAs. - Since the inception in October 2004, the IIA databases have had 234,739 visitors from over 190 countries (Source: Webstats [October numbers]) 	<ul style="list-style-type: none"> - Peer review of the Fair and Equitable Treatment Sequel: "... provides a useful contribution to existing literature on FET standard and will be relevant to practitioners and academics", Professor J.M. Bonnitcha from London School of Economics and Political Science (LSE) in the Academic Journal Transnational Dispute Management (TDM) - <i>" The Fair and Equitable sequel and other publications before mentioned (scope and definition, most favored nation and expropriation pink series and sequels) are highly relevant materials in countries like Colombia that have recently became signatories to these agreements."</i> Peer Review of the Fair and Treatment sequel, International Magazine for Arbitration (Revista Internacional de Arbitraje), July 2012- - <i>"With IPFSD, UNCTAD is providing an important contribution to a better understanding of the inter-relationship between investment and sustainable development. We look forward to working with UNCTAD as part of a broad, inclusive and transparent global policy debate on investment law and policy as it relates to sustainable development"</i>, Mark Halle, Director, Trade and Investment, IISD. 	<ul style="list-style-type: none"> - Development of an Investment Policy Hub as a single information platform for all matters related to investment-policy - The databases allow investment stakeholders to access information on more than 2,848 BITs and 338 + other IIAs, covering all countries of the world. - IPFSD and the link between investment arbitration and sustainable development, was debated in the online debate of the OGEMID forum, comprising 1,000 plus of the world's experienced professionals in the field of international dispute management. 	<ul style="list-style-type: none"> - <i>"UNCTAD provides the policy know-how for moving from the traditional investment model to the new sustainable development model"</i>, H.E. Mr. R. Davies, Minister of Trade and Industry, South Africa, July 2012 - <i>"IPFSD will allow us to formulate IIA provisions in line with our priorities and needs"</i>, Mrs. Eman GamalSaid, Under-Secretary Of State, Head of the International Cooperation Department, General Authority for Investment & Free Zones (GAFI), during a meeting with UNCTAD staff in Cairo, Egypt on 11 October 2012. - <i>"We welcome UNCTAD's new Investment Policy Framework for Sustainable Development (IPFSD), which – we believe – will constitutes an important contribution for the consideration of investment policies that effectively address environmental and social issues and help foster sustainable and inclusive growth and development"</i>, LLDC Group, September 2012 TDB.

Capacity-building

- 3 workshops (one regional, one in Geneva) were carried out
 - Advisory work was rendered to 2 countries
 - Launching of the New Investment Policy Hub
- After the upgrading of the Hub, daily visits by stakeholders more than doubled.
- *"With its focus on developing investment policy options that promote sustainable development and occlusive growth, UNCTAD's IPFSD has been an important tool for our member States' discussions on the new SSADC model BIT", Mr. Hennie Erasmus, SADC Secretariat, July 2012.*
- "Similarly, we welcome the completion of the seventh advanced course on dispute settlement for investor-state government officials in Latin America, which will take place between 3 and 9 December 2012, in the city of Quito, Ecuador. This event is organized by UNCTAD, in conjunction with the Organization of American States (OAS)."* [unofficial translation] GRULAC, September 2012 TDB.
- *"UNCTAD's IPFSD comes at a crucial point in time and we look forward to exploring avenues for future cooperation for the benefit of our joint member countries", Veniana Qalo, Acting Head, ITRC; commonwealth Secretariat, and project officer of the Commonwealth Secretariat's Guide for IIA Negotiators.*
- 15 out of 16 participants in the course for Geneva-based diplomats on IIAs, ISDS and sustainable development rated the course as useful for their work.
- *"[...] the IIA Section's expertise in issues related to IIAs is particularly valuable today. The presentation the IIA Section on the trends and challenges in this area directly supported information and knowledge-sharing among the Task Force Members and assisted WHO FCTC Parties and Observers by increasing their capacity to effectively implement the Convention", Ms. Kate Lannan, Senior Legal Officer, WHO Framework Convention on Tobacco Control.*
- *"With this publication, UNCTAD continues its valuable work in assisting States to participate efficiently in the system of investment protection. ...UNCTAD provides an opportunity to understand the implications that international investment agreements may have for host-countries, especially in matters of litigation risk, and provides an invaluable tool for adequate training not only for officials negotiating the agreements...."* Peer Review of the Fair and Treatment sequel, International Magazine for Arbitration (Revista Internacional de Arbitraje), July2012
- IIA-related or IPFSD-based training is carried out with numerous partners and/or on a regional basis, which allows to pool resources and reach a broader range of stakeholders (e.g. IPFSD contribution to the IISD/SADC training course, to the Joint Vienna Institute's Training course for transition economies).
- There is an increasing number of discussions of IPFSD taking place without UNCTAD, allowing for UNCTAD research to be disseminated widely and at no cost to UNCTAD.
- *"IPFSD has been a great tool to my work, and we are looking forward to the IPFSD-based training course for Latin American countries later this year",* said Nicolas Lopez, IIA negotiator in the Colombian Ministry of Trade, during the IPFSD discussion at the margins of the UNCITRAL's Working Group II in Vienna.
- *"UNCTAD's IIA-related guidance will greatly benefit Thailand in its endeavour to negotiate IIAs that effectively foster sustainable development",* Mr. Chutintorn sam Gongsakdi, Director General of the Department of International Economic Affairs.

Consensus-building

- | | | | | |
|--|--|---|--|--|
| <ul style="list-style-type: none">- IIA Conference and Ministerial Round Table (WIF 2012).- Participation in other consensus-building forums- E-network of IIA Experts and practitioners | <ul style="list-style-type: none">- Participation of 31 ministers and 80 IIA negotiators, investors, practitioners, solicitors, senior counsels, academic experts and representatives of civil societies.- The IIA network reached the threshold of more than 1,500 IIA experts.- Following UNCTAD's regular attendance of UNCITRAL WG II, the October 2012 side event allowed UNCITRAL delegates to benefit from an informal discussion of the Framework's transparency related sections. | <ul style="list-style-type: none">- H.E. Ms. Anabel González, Minister of Foreign Trade of the Republic of Costa Rica and Chair of the WIF 2012 IIA Conference commended UNCTAD for the high quality of the discussions, the excellent speaker line-up and the excellent level of attendance at the 2012 IIA conference.- "[...] <i>the event [IIA Conference 2012] was very successful and beneficial to our member States who participated actively in the conference</i>", Mr. Khaled Hussein, ESCWA. | <ul style="list-style-type: none">- IPFSD was at the core of the IISD/CARICOM 6th Forum of Developing Country Negotiators, which convened more than 36 countries to debate IIAs for sustainable development.- <i>"During the [CARICOM] Forum, countries expressed their interest in strengthening linkages between the Forum and relevant UNCTAD processes, such as the WIF"</i>, Nathalie Bernasconi, Program Leader, IISD, and organizer of the Forum | <ul style="list-style-type: none">- "[...] <i>UNCTAD's IIA Conference 2012 [...] is paving the way for a new generation of international investment agreements with a string emphasis on achieving sustainable development objectives in the host countries</i>", Dr. M. Khatchadourian, CEO of the Qatar International Center for Arbitration.Professor Zeng Huaqun from Xiamen University, one of more than 130 participants at the launch, commended UNCTAD's new framework as having <i>"contributed to the emergence of a global governance for international investment."</i> |
|--|--|---|--|--|
-

Investment and Enterprise Division

Expected Accomplishment 4: Enhanced understanding and capacity to develop policies aimed at: (i) stimulating enterprise development, entrepreneurship and business linkages; (ii) establishing a sound and internationally recognized accounting and reporting framework; (iii) establishing competitive and well-regulated insurance markets; and, (iv) increased understanding of instruments and practices regarding corporate social responsibility. (Accra Accord paras. 152, 154-157 and 169). As per the Strategic Framework for 2010-11

Main Outputs (2010)	Relevance [Indicators of usefulness and acceptance]	Quality[Indicators of quality in terms of end-user appraisal]	Efficiency [Indicators of efficient resource use in achieving accomplishments]	Effectiveness/Direct impact[Indicators of beneficiary value-added]
Research and analysis				
<ul style="list-style-type: none"> - Preparation of 5 studies on enterprise development issues - Launch of the Investment and Enterprise Responsibility Review - Launch of the Accounting and Financial guidelines for SMEs 	<p>-During 2010, 62 policy-makers and practitioners had reported using guidance developed by UNCTAD in the area of enterprise development and accounting.</p>	<ul style="list-style-type: none"> - Three UNCTAD’s publications on enterprise development issues, as well as two presentations and papers for discussions, are cited and linked on the OECD website. The INSME website provides links to UNCTAD’s EMPRETEC programme. - H.E. Mr. Felix C. Mutati, Minister for Commerce, Trade and Industry, acknowledged the importance of the UNCTAD’s business linkages analysis for SME development for Zambia’s economy at an UNCTAD conference in November 2010: “In order to further expand the productive capacities in Zambia, [our] Government is encouraging and supporting small and medium-scale enterprises through financial and technical support. Based on best practices analyzed by UNCTAD, a policy has already been approved which will further enhance the productive capacities of SMEs,” explicitly including business linkages. 	<ul style="list-style-type: none"> - Recommendations and links to available electronic versions of the publications on enterprise development are readily made available on the EMPRETEC website and further disseminated through EMPRETEC centres’ twitter and facebook pages. - A training manual for entrepreneurs with low literacy levels has been developed to let the EMPRETEC methodology be transmitted to target groups of entrepreneurs in disadvantaged areas. 	<p>- Adoption and adaptation of policy recommendations by Member States on linkages development in 8 countries (Argentina, Brazil, Dominican Republic, Mozambique, Peru, Tanzania, Uganda and Zambia).</p>

Investment and Enterprise Division

Capacity-Building

Training and workshops on:

- Empretec entrepreneurship training (9) allowed for the training of 632 entrepreneurs.
- Corporate transparency, harmonization with international requirements (5)
- Assistance to insurance regulatory authorities (2)
- The development of business services in e-tourism (6)

Advisory services:

- Enhancing competitiveness of SMEs and unleashing entrepreneurship (7 beneficiary countries)
- Support to the Empretec Programme and launch of the programme in 5 new countries.
- Support to the Business Linkages programme and launch of new programmes

- At the end of 2010, there were 22 requests for the installation of Empretec centres, in addition to requests for the provision of customized training programmes.

- Requests for the installation of the Business Linkages programme came from Lesotho, the East African Community and Belarus

- 200 high-level government officials and private stakeholders took time out to participate in e-tourism workshops organized in 2010

- "The training was great and totally different from any training I had ever received, as it increased my ambition and self-confidence to open my own business and provided useful information on the value of being an entrepreneur" (Empretec/Business Linkages workshop participant)

- "All the pedagogical modules are interesting. E-Tourism, if well mastered by public and private stakeholders is key to open our destination to the entire world. The approaches of public and private stakeholders need to be harmonized to speak with one voice on behalf of Mali." (e-Tourism workshop participant in Mali)

- I highly appreciate the methods of teaching and studying in the workshop, in which personal behaviors are the most important matters that lead to success or failure in business. " (Mrs. Hoang Thi Vuong, Vice Director, Hanoi Import Export & Investment Corporation / Phu Dien Producing and Trading Enterprise, 2010)

- The installation of new Empretec centres further contributes to South-South cooperation (e.g. Brazil, Russian Federation; Botswana, South Africa).

- The availability of a 6-day version of the Empretec workshop (together with the 9 and 10 days) meets the need of a larger group of potential participants, who could not leave their businesses for two consecutive weeks.

- At the end of 2010, 19 beneficiary countries had communicated that UNCTAD's policy measure and tools were useful and effective in the design of policies aiming at strengthening the competitiveness of their firms.

- The Business linkages programme conducted in Mozambique, together with the Empretec programme helped to increase the annual income of farmers from US\$ 300 to US\$ 700, on average.

- "Through the Business Linkage Barley Project developed in Mozambique, the rural population in the Manica province got the opportunity to access a new source of income generation. Now hundreds of Mozambican small producers have the chance to improve their quality of life and get out of the condition of absolute poverty." (Evaristo Jordão Vilanculos, Business Linkages Programme Coordinator in Mozambique, 2010)

Consensus-Building

- Intergovernmental expert group meeting on International Standards on Accounting and Reporting (ISAR), 27th session.
- 1st Sustainable Stock Exchange Meeting.
- Empretec Directors Meetings (2)

- 275 experts from 81 countries took time out to participate in the 27th session of ISAR, illustrating the relevance of the topics at time of crisis.

- 27 centres' directors and 2,000 entrepreneurs took time out to participate in the 2010 Empretec Director's meetings.

- As per the evaluations collected, all the participants to the 2010 Empretec Directors meetings acknowledged that they were useful, "in most case (78%) "very useful" to the expansion of their businesses.

- As an outcome to the 2010 intergovernmental meetings on Enterprise Development, UNCTAD and the African Technology Development Forum's (ATDF) associated to offer an e-mentoring platform that provides at no costs technology and networking to African entrepreneurs with a supportive network of skilled and competent entrepreneurs from Senior Experts associations in Switzerland and in Europe.

- "The Shanghai Stock Exchange, the world's fifth largest exchange by market capitalization has announced its plans to launch a sustainable stock exchange next month...following the high-level stock exchanges event in Xiamen" (Responsible-investor.com, July 2011).

- Following the Empretec director's meeting, directors of 13 Empretec Centres in Latin America signed a letter of intent for the creation of an Empretec Latin American Forum hoping to mirror the activities of the Empretec Africa Forum.

Investment and Enterprise Division

Main Outputs (2011)	Relevance [Indicators of usefulness and acceptance]	Quality [indicators of quality in terms of end-user appraisal]	Efficiency [Indicators of efficient resource use in achieving accomplishments]	Effectiveness/Direct impact [Indicators of beneficiary value-added]
Research and analysis				
<ul style="list-style-type: none"> - ISAR Review - Publication of 5 studies on enterprise development issues. - Publication of 2 studies on CSR and reporting issues 	<p>-During 2011, 73 policy-makers and practitioners had reported using guidance developed by UNCTAD in the area of enterprise development and accounting.</p>	<ul style="list-style-type: none"> - 3,000 tweets (twitter messages) on the entrepreneurship policies have been exchanged through the International Conference on Entrepreneurship Education. - “The presentation by UNCTAD of the EPF at the International Entrepreneurship Educator Conference held in Coventry from 7-9 September 2011, raised wide interest in the audience of educators about policy actions that governments should take to develop entrepreneurship education. In that context, we are starting to explore a collaboration to further explore the issue of entrepreneurship education for youth. As a lecturer and professor for the past 30 years at Swansea Metropolitan University, and through my leadership of enterprise related projects for Welsh Government and the UK Higher Education Academy, I am in an appropriate position to welcome this collaboration.” Andy Penaluna, Professor of Creative Entrepreneurship 	<p>- Through established Empretec centres, the dissemination of enterprise development publications and their recommendations could reach out a large and targeted number of stakeholders (over 100) in four countries.</p>	<ul style="list-style-type: none"> - Adoption and adaptation of policy recommendations by four member States on SME sector development: Ethiopia, Ghana, Tanzania, and Zambia. - Evaluations received from participants remarked the “eye-opening” nature of adopting a systemic perspective to the issue of entrepreneurship development.

Investment and Enterprise Division

Capacity-Building

Training and workshops on:

- EMPRETEC entrepreneurship training (40)

- Corporate transparency, harmonization with international requirements (4)

- Assistance to insurance regulatory authorities (27)

- The development of business services in e-tourism (6)

Advisory Services

- EMPRETEC and entrepreneurship policies (16)

- Accounting and Reporting (8) in support to the development of the insurance sector (5)

- 5 additional requests for installation of the EMPRETEC Programme received.

- 2 additional requests for installation of the Business Linkages Programme received.

- In 2011 the EMPRETEC program trained over 1200 entrepreneurs.

- During 2011, 120 high-level stakeholders have reported a better understanding of the challenges raised by convergence towards international Accounting standards in 6 high-level Round tables organized by UNCTAD.

- 9 countries (Brazil, China, Côte d'Ivoire, Croatia, Mexico, Netherlands, Russia, South-Africa and Vietnam volunteered to assess their national accounting architecture with the UNCTAD Accountancy Development Tool (ADT). (ISAR 28, October 2011)

- The relevance of the UNCTAD guidelines on Accounting for SMEs (SMEGA) was illustrated by the attendance of 30 Peruvian SMEs to a specific new training course organized in October 2011 in Lima in cooperation with Empretec-Peru.

-89% of the Vietnamese empretecocos recognized that their businesses performed better thanks to their participation to Empretec workshops.

-“Empretec is a practical, intensive, inspirational training and this is what South African SMEs need to learn. It has awakened the sleeping giant in me. I am now a different person.” Mr. Barnabas Lehari, Participant to the Empretec south Africa, 2011

-“It allowed me to have a better understanding of the accounting process that I was conducting unconsciously in my company and now that I have identified the components of a financial statement I will be able to prepare my reports and financial statements in order to request a loan when needed.” The owner of a Peruvian SME”, October 2011, Lima, Peru.

- Following the 2011 regional empretec training workshop in South Africa, an Empretec-on-line portal has been developed for empretecocos to stay connected and share ideas and information. Empretecocos have also created a facebook site where they keep each others’ posted about business opportunities, training events, etc.

- Trainers of the insurance capacity-building workshops were also trained in training of trainers workshops to further the sustainability of the programme.

- New methodologies were launched in 2011 in Benin and Guyana which enabled entrepreneurs to engage in a dialogue and work together thus creating the conditions for learning and wisdom to emerge.

-In Benin, Burkina-Faso, Guinea, Mali, Mauritania, and Senegal national e-tourism monitoring Committees representing the public and private sectors have been formally established in by a Minister's decree of constitution. Destination website audits have been performed and improvements specified. Two calls for tender for destination websites issued. One new destination website developed and launched

- At the end of 2011, 32 beneficiary countries (+31.5%) had communicated that UNCTAD's policy measure and tools were useful and effective in the design of policies aiming at strengthening the competitiveness of their firms.

- The Empretec program contributes to poverty reduction: 100% of the micro-entrepreneurs trained in Panama in 2012 reported an increase in customers and improved cost-flow management. Close to 20% were able to obtain credit and close to 30% increased the number of people working in their companies.

- The Entrepreneurship Policy Framework assisted policymakers in formulating policies to promote entrepreneurship across all sectors and industries, including profit-seeking ventures and those with social entrepreneurship objectives.

- The productivity of farmers producing barley increased by 150% in 2011 as a result of a pilot business linkages project in the agribusiness sector in Mozambique.

- Through its national business linkages supported by UNCTAD and ILO, Zambia Development agency signed in 2011 five linkage agreements to enable SMEs to engage in business with large corporate entities.

- As a result of the Business Linkages programme, in Uganda 5 SMEs associated with Toyota Uganda have been trained and upgraded through a five-step integral business support service process. As a result, 4W car Care., a participant in the programme, increased its sales by more than 500% and its number of employees from 2 to 32.

Consensus-Building

- EMPRETEC Directors Meeting
 - Launch of the Global Entrepreneurship Week
 - Intergovernmental expert group meeting on International Standards on Accounting and Reporting (ISAR), 28th session.
- The EMPRETEC meeting was attended by Directors from 21 Empretec Centres from Africa, Latin America and the Middle East.
 - The 28th session of ISAR attracted 230 experts from 74 countries.
 - 120 countries all over the world organized events during the 2011 Global Entrepreneurship Week (GEW). The GEW enjoys the support and official endorsement of numerous global leaders such as: US President Barack Obama, who declared November 2011 as the National Entrepreneurship Month; Prime Minister David Cameron (UK); Prime Minister Benjamin Netanyahu (Israel); President Anibal Cavaco Silva (Portugal); Prime Minister Stephen Harper (Canada); President John Atta Mills (Ghana); and many others.
- 94% of participants to the Empretec Directors' Meeting rated the relevance of topics discussed as highly useful and interesting for the further development of their centres' activities.
 - "Global Entrepreneurship Week provides a chance for millions around the world to unleash their ideas—creating hundreds or even thousands of new firms that drive economic growth and expand human welfare." (Mr. Jonathan Ortman, president of Global Entrepreneurship Week)
 - 92 per cent of respondents to the ISAR 28 evaluation survey found the sessions very useful or useful.
- "The event organized by UNCTAD permitted to relay different concrete field experiences as examples for the governmental attendees and stakeholders". (Paul Jacquet de Haveskercke, Empretec Director's meeting, 2011).
 - The Global entrepreneurship week provided an opportunity during which more than 25,000 partner organizations hosted 40,000 events in a week-long celebration in 123 countries.
- "Events like Global Entrepreneurship Week can ensure that all of our entrepreneurs, men and women alike, have access to the resources, connections and partnerships that will promote their success", Ambassador B. King (USA), September 2011
 - Startup weekends, a 54-hour events taking place during the GEW, helps entrepreneurs and aspiring entrepreneurs to find out if startup ideas are viable. Over 36% of Startup Weekend startups are still going strong after 3 months, and roughly 80% of participants plan on continuing working with their team or startup after the weekend.
 - The 28th ISAR resulted in a policy guidance tool on accountancy development, including an accompanying measurement tool for accountancy development indicators.
 - The roundtables raised awareness of the challenges posed by the adoption and implementation of international reporting standards.
-

Investment and Enterprise Division

Expected Accomplishment 4: Enhanced understanding and capacity to develop international competitiveness through the development of policies aimed at: (i) stimulating enterprise development and business facilitation; (ii) promoting best practices regarding corporate social responsibility and accounting; and (iii) establishing competitive and well regulated insurance markets. (Doha Mandate. Paras 18, 65 (a), 65(g), 65(j) 65 (l), 65(m) and 56(t)). As per the Strategic Framework for 2012-13.

Main Outputs (as of November 2012)	Relevance [Indicators of usefulness and acceptance]	Quality [indicators of quality in terms of end-user appraisal]	Efficiency[Indicators of efficient resource use in achieving accomplishments]	Effectiveness/Direct impact [Indicators of beneficiary value- added]
Research and analysis				
<ul style="list-style-type: none"> - ISAR Review (1) -Launch of "Corporate Social Responsibility in Global Value Chains" - Insurance manuals (4) - Publication of UNCTAD's Entrepreneurship Policy Framework and Implementation Guidance (EPF). 	<ul style="list-style-type: none"> - UNCTAD's Entrepreneurship Policy Framework and Implementation Guidance has been requested/presented to six countries (Nigeria, Gambia, Brazil, Panama, Zimbabwe, Solomon Islands) after its official launch at UNCTAD XIII. 	<ul style="list-style-type: none"> - The G77 Group acknowledged that UNCTAD's EPF is a useful tool toward achieving the objective of creating a conducive environment for enterprise development and an entrepreneurial culture. - Evaluations received from participants at the EPF presentation in Ghana rated the workshop as highly practical and very useful, with a particular emphasis on the "eye-opening" nature of adopting a systemic perspective to the issue of entrepreneurship development. 	<ul style="list-style-type: none"> - Entrepreneurship policy is one of the issues discussed during the P166 courses on Key Issues on the International Economic Agenda. In 2012, UNCTAD's EPF has been presented in four regional courses for South-Eastern Europe and CIS countries, Africa, and Western Asia, thus further widening the coverage of the EPF and its dissemination among key stakeholders in the countries participating to the course. 	<ul style="list-style-type: none"> - Nigeria's Minister of Trade and Investment sent UNCTAD for comments a draft National Policy on MSMEs, which aims to review the first policy approved in 2007 and takes into account UNCTAD's work on the Entrepreneurship Policy Framework, published in April 2012. - The development of an entrepreneurship policy has been inserted in the Diagnostic Trade Integration Study for Gambia.

Investment and Enterprise Division

Capacity-Building

- Women in Business Award

Training courses:

- Best practices in entrepreneurship policies, including on CSR (2)

- Accounting and reporting

- Building a competitive insurance sector.

Advisory services :

- Assistance to Empretec Centres and strengthening of the network of centres (3)

- Entrepreneurship, SMEs and business linkages policies (6)

- implementing internationally recognized standards and practices in accounting and reporting (8)

- Insurance

- "The very special occasion of the UNCTAD Third Empretec Women in Business Awards affords the Arab International Women's Forum (AIWF) with an opportunity to celebrate and acknowledge this important work of women leaders" Haifa Fahoum El Kailami, Chair Arab International Women Arab Forum, 2012.

- 4 additional requests for installation of EMPRETEC received.

- 2 additional requests for installation of the Business Linkages Programme received.

- "There is no doubt about the relevance of EMPRETEC and BLP [Business Linkages Programme].... Both programmes are highly relevant for skills and business development needs for MSMEs". UNCTAD's External Evaluation of Empretec and Business Linkages Programmes, 2012.

- In 2012, more than 150 high-level participants (regulators, auditors, financial executives, professional bodies, and academia) self-assessed their national financial architecture.

- AT ISAR 29, fourteen expressed their potential interest in running the Accountancy Development Tool towards the 30th ISAR session next year.

- 17 Agencies (OHCHR, ITUC, BIAC, SECO, IFC, European Parliament, GIZ, European Commission, ILO, OECD, ITC, UNRISD, UNICEF, UNDP, UNEP, WTO, OIF) were represented at an inter-agency Roundtable on CSR issues, co-organized by UNCTAD. (November 2012).

- 79% of participants to the first official meeting of the Empretec Panama Forum expressed high appreciation for the topics discussed, including associative forms of entrepreneurship and local value chains.

- "This award "Women in Business Award 2012" that we have won, we dedicate it to all entrepreneurs, those who dare to dream, those who are brave! And in particular, it is dedicated to the Panamanian woman, because being a woman requires courage and love of life. To succeed, we require determination to reach the goals that we have set, and most of all, we need to be humble in our hearts and acknowledge that we do not know everything." (Melissa de León, Winner of the E-WBA 2012)

- "The ISAR Accountancy Development Tool (ADT) is an excellent start-up toolkit for opening systemic debate between the stakeholders. The length of the test is just right. Documentation is excellent and target audience appropriate." Damir Kaufman, Secretary-General Ministry of Justice, Croatia, ISAR 29, October 2012

- "The Accountancy Development Tool helps regulators to build-up their road-map" Van Tan-Hoang Vo, Partner Deloitte & Touch, Vietnam at ISAR 29.

- Regional forums of Empretec centres specifically address common issues and provide participants with an opportunity to engage more actively and collaborate. African and Latin American centres hold regular meeting and are constantly linked to coordinate common initiatives and discuss issues of regional relevance.

- From 2013, a larger number of countries will be able to self-assess their national accountancy architecture through an on-line version of the Accountancy Development Tool (ADT), launched in October 2012 at ISAR 29.

- Regulators, auditors, professional bodies, academia from Croatia, South-Africa and Côte d'Ivoire have been able to interact and debate with UNCTAD-ISAR on Accountancy issues, through the organization of Internet video-conferences [frequency/number]

- Based on the analysis and tools offered by UNCTAD's Entrepreneurship Policy Framework, 11 policy recommendations were presented to Panama's President Ricardo Martinelli at the end of a Forum organized in Panama by AMPYME, Ciudad del Saber and CAF.

- As a result of UNCTAD's assistance in Tanzania, employment in 10 micro and small enterprises increased by 14%, while the enterprises of six EMPRETEC participants in Tanzania showed a median of 100% turnover increase (source: UNCTAD's External Evaluation of Empretec and Business Linkages Programmes, 2012).

- According to the same source, in Zambia employment in 11 micro and small enterprises by increased by 38%, while a 27.5% turnover increase could be witnessed for seven BLPs in Zambia. This compares to an increase in permanent employment by 125% and a 144% increase in revenues in the BLP in Uganda.

- As a result of her winning the Empretec WBA 2012, Ms. Melissa de León created an alliance with a US-based baking institute and was invited as a judge for the final of the TV show reality contest "Super Chef - Panamá."

Investment and Enterprise Division

Consensus-Building

- Intergovernmental expert group meeting on International Standards on Accounting and Reporting (ISAR), 28th session.
 - Contribution to the Rio +20 Summit: the Sustainable Stock Exchange Initiative
 - Multi-Year Expert Meeting on Enterprise development policies and capacity-building in STI
 - The 29th session of ISAR attracted 270 experts from close to 80 countries.
 - More than 150 experts thought that the Entrepreneurship Policy Framework presented during the 2012 MYEM was a relevant and useful tool for policy guidance.
 - In October 2012,, the Organisation pour l'Harmonisation en Afrique du Droit des Affaires, (OHADA), which promotes unified business laws for Africa, decided to fund, on its regular budget, the participation of two delegates to ISAR sessions.
 - The Sustainable Stock Exchange Initiative was named by Forbes magazine as one of the "World's Best Sustainability Ideas" and was a finalist for the 2011 Katerva Sustainability Award.
 - Experts at MYEM 2012 stressed the high quality of UNCTAD's work on entrepreneurship policy, that was considered very useful because of its strategic and systemic approach, as well as references to good practices.
 - "I wanted to congratulate you and your team for a superb ISAR 29 programme, with excellent speakers throughout. In particular, I felt that the sessions looking at the importance of global standards and the regulatory and institutional foundations for high quality Corporate reporting were highly relevant. In relation to the latter, the panel you assembled was especially interesting, providing many perspectives on capacity building and the framework you have developed." Neil Stevenson, Executive Director Association of UK Certified Chartered Accountants (ACCA)
 - Côte d'Ivoire reported the "benefits of self-assessment through consensus-building towards the adoption of international standards at the national and sub-regional levels". Drissa Kone, Secrétaire Général de l'Ordre des Experts Comptables, at ISAR 29.
 - Best practices used and analyzed for the design of an entrepreneurship policy framework, were also taken as a reference for setting up a database prototype, which then formed the core of the on-line inventory. Over 150 cases are currently stored in the inventory.
 - Five requests for adaptation of the entrepreneurship policy framework were received immediately after the MYEM and continued in the course of the year.
-