

TECHNICAL COOPERATION RESULTS FRAMEWORK

OVERVIEW

In line with principles of results-based management (RBM), this document provides results (or logical) frameworks¹ for the 29 technical cooperation programmes of the UNCTAD Toolbox.

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

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

For more details, contact:

UNCTAD Technical Cooperation Service Tel.: +41 22 917 5594 E-mail: <u>tc@unctad.org</u> <u>http://unctad.org/en/Pages/TechnicalCooperation.aspx</u>

¹ The logic that explains how results are to be achieved.

UNCTAD SDGs of focus

Goals and targets of the 2030 Agenda directly linked to UNCTAD's core mandate



17.3 Mobilize financial resources for developing countries17.4 Assist long-term debt sustainability in developing

countries through coordinated policies

17.5 Implement investment promotion regimes for LDCs

17.6 Enhance North-South, South-South and triangular regional and international cooperation on science, technology and innovation; and knowledge sharing through a global technology facilitation mechanism

17.9. Support national plans to implement all the SDGs

17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports

17.13 Enhance macroeconomic stability through policy coordination and policy coherence

17.14 Enhance policy coherence for sustainable development

17.15 Respect each country's policy space and leadership 17.19 Support statistical capacity-building in developing countries

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

8.2 Achieve higher economic productivity through diversification, technological upgrading and innovation

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

9.1 Quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure

9.b Domestic technology development, research and innovation in developing countries (through conducive policy environment)

10.6 Ensure enhanced representation and voice for developing countries in global international economic and financial institutions for more effective, credible, accountable and legitimate institutions

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

15.9 Integrate ecosystem and biodiversity value into national and local planning, development processes, poverty reduction strategies and accounts

16.6 Develop effective, accountable and transparent institutions at all levels.

THE UNCTAD TOOLBOX: OVERALL RESULTS

Inputs	Activities	Outputs (short term)	Outcomes (short to medium term)	Outcomes (medium term)	Impact: (long term)	Contribution to the SDGs	
ates 🗸 Other sources of strategic guidance 🖌 UN rules and regulations alysis ✓ Financial resources ✓ Tools, guidelines, norms and work ✓ Human resources standards, etc.	 Capacity-building, training, advisory services to enhance knowledge of key stakeholders on issues related to UNCTAD's mandates Research and analysis for policy options or national plan of actions for policy/legislative change Delivering an IT tool database for improved data management/ analysis Assisting member states in achieving consensus and/or meeting international standards for sustainable development 	 Improved knowledge and/or skills of beneficiaries as per UNCTAD's mandates Policy recommendations, national action plans Functioning IT system or database Structures and guidance for meeting international standards and/or reporting requirements 	 Dissemination of knowledge acquired and use of knowledge in formulating policies Revised policies, new legislation Improved recording, monitoring, reporting, analysis, etc. of data Increased conformity to international standards for sustainable development 	 Policies, new legislation endorsed and implemented Use of data for decision-making and policies Implementation of new sustainable standards 	 TRANSFORMING ECONOMIES, IMPROVING COMPETITIVENESS TACKLING VULNERABILITIES, BUILDING RESILIENCE FOSTERING ECONOMIC EFFICIENCY, IMPROVING GOVERNANCE EMPOWERING PEOPLE, INVESTING IN THEIR FUTURE 	 Developing countries better integrated into the global economy in inclusive, sustainable ways More equitable benefits of trade and development across countries and within their populations Direct: 	
	 Key assumptions Active and full participation of all stakeholders Availability of national and/or regional experts Stakeholders have influence over policy and other changes required Receptiveness to UNCTAD ideas; consensus among stakeholders Availability of information 	 Clear roles and responsibilities, including lead entity Adequate institutional and governance frameworks 	 Adequate technical and financial resources for implementation of policies and/or recommendations Continued consultations among key stakeholders 	 Coherence with other economic and development policies 	 Government commitment and priority The political situation remains stable Absence of major internal or external economic shocks 	B ECENTWORK AND ECONOMIC GROWTH 10 BROAD 10 BROAD 10 BROAD 15 BRIAN 15 BRIAN 15 BRIAN 15 BRIAN 16 BROAD 16 BROAD 10 BROA	
 UNCTAD mandates Research and analysis Strategic Framework 	 Types of indicators Activity implementation rates Budget utilisation rates No. of stakeholders assisted (disaggregated by type, level, gender, country, etc.) 	 Measures of the: Number and type of outputs delivered by country and/or region Quality of the outputs 	 Number and type of actions taken by each country assisted that are directly related to UNCTAD 's recommendations Measures of the use of UNCTAD outputs 	 % of UNCTAD recommendations implemented 	 Inter-Agency Expert Group SDG Indicators Other relevant macroeconomic indicators, including UNCTAD indicators 	S CONFU 1 Mourt Image: Second state stat	

THE UNCTAD TOOLBOX: PROGRAMME LEVEL RESULTS

Transforming economies, improving competitiveness

INVESTMENT POLICY REVIEWS (IPR)	5
SERVICES POLICY REVIEWS (SPR)	
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Empowering people, investing in their future

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INVESTMENT POLICY REVIEWS (IPR)

LEVERAGING INVESTMENT POLICIES FOR DEVELOPMENT

Activities

Description

- Data collection and analysis; preparation of the IPR report
- National workshop (policy-makers, investors and civil society, etc.) to discuss the report
- Intergovernmental peer-review and exchange of best practices in FDI policies for development
- Technical assistance on investment policies, legislation and regulations, sustainable development in IIAs, and absorption capacity of the local economy to benefit from FDI
- Follow-up on IPR recommendation implementation, experience and impact
- The legislation and data relevant for the Key assumptions
 - The government counterpart is actively involved and responsive
 - Participation of high-level policymakers from the country
 - Timely availability of funds

analysis is available

- Indicators of progress
- % of planned activities delivered on time and within budget
 - No. of investment stakeholders assisted (disaggregated by type, gender, country, etc.)

Outputs				
(short term)				

- IPR recommendations
- Increased capacity of policymakers and public agencies to design and implement investment policy for sustainable development
- Increased clarity and transparency of investment regulations
- Improved investment promotion and facilitation techniques across investment promotion and facilitation institutions
- Strengthened absorptive capacity of local economy to benefit from FDI
- There is a government agency taking the lead in coordinating the implementation of IPR recommendations
- Adequate human capacity and resources to implement the reforms
- E-Government tools and solutions are adopted
- Targeted programme to support SME development are introduced
- % of investment stakeholders assisted reporting improved capacity to address key issues related to investment (by country)

For example,

- % of project beneficiaries by country rating UNCTAD's technical assistance as "useful",
- No. of countries assisted adopting targeted FDI promotion/facilitation strategies in follow-up to IPRs, and/or - Improved availability of local supply

Outcomes

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

Openness to investment and

absence of policy-reversals

No. of countries assisted

foreign investment for

- % of IPR recommendations

implemented (by country),

climate rankings, and/or

inclusive growth

For example,

and recommendations for

• The implementation of reforms is

systematic and followed-through

implementing strategies, policies

attracting and benefiting from

sustainable development and

- No. of countries assisted in higher

position in international investment

- No. of countries assisted with FDI

policies aligned to IPFSD adopted

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

- Government commitment and
- political will • The political situation
- remains stable • Absence of major internal or external economic shocks
- No. of countries assisted demonstrating improved investmentrelated performance on the basis of various benchmark indicators

For example,

- FDI inflows,
- Volatility of FDI inflows, - Employment by companies with foreign participation, and/or
 - Exports in FDI-led sectors



- SDG 17.3.1 FDI, ODA and South-South Cooperation/ total domestic budget
- SDG 17.5.1 No. of countries that adopt and implement investment promotion regimes
- SDG 8.2.1 Annual growth rate of real GDP per employed person

8 DECENT WORK AND ECONOMIC GROWTH

SDGs

of focus

17 PARTNERSHIPS FOR THE GOALS

SERVICES POLICY REVIEWS (SPR)

REALIZING THE POTENTIAL OF SERVICES

Activities

- Capacity-building for policymakers on methodology, scope and expectations, and sector and overall policy priorities
- Fact-finding and needs assessment
- Review of the economic, regulatory, institutional and trade policy frameworks for selected services subsectors
- Multi-stakeholder development of coherent strategies and action plans for services sector reforms
- Validation of recommendations (evidencebased policies), consensus building on specific actions and indicators for progress in implementation
- key assumptions

Indicators of progress

- Active engagement of partners (e.g. prioritization of activities, availability, sharing of information, timely feedback)
- High-level national lead for the project
- Clear working relationships
- Availability of national (and/or regional) services experts
- Experts meet pre-defined quality standards; timely delivery
- % of planned activities delivered on time and within budget
- No. of national services policy review studies finalized
- No. of persons trained (disaggregated by level, sex, ministry, country, etc.)

Outputs (short term)

- National and sectoral policy options, recommendations and action plans for reform
- Enhanced understanding and capacity of public and private stakeholders to analyse services-specific policy variables affecting diversification, structural transformation and insertion in global, regional value chains.
- Enhanced capacity of stakeholders to collect and analyse services data and statistics to inform policy design, monitoring and evaluation
- Recommendations integrated in national strategies and plans
- Institutional "convening" capacity for integrative policy design, implementation and monitoring
- Policy space for services sector reforms
- Institutional execution capacity including
- the required human and financial resources
- No. of countries assisted that use research findings (from SPR and compilation publications) and SPR recommendations in the formulation of national services strategies and to guide policy decisions in the services sector

For example,

- through explicit references to the SPR in national documents, and /or
 as reported through the follow-up questionnaire
- No. of countries assisted with enhanced data and statistics for evidenced based services policies (i.e. explicit references in policy documents)

Outcomes

- (medium term)
 Improved design, implementation and monitoring of services sector policies and related trade policy measures
- Stronger institutional and regulatory frameworks
- Generation of data and information for structural transformation of economies; insertion in value chains, creation of value-addition, employment and trade facilitation
- Coherence between services and services trade policies and other key policies, including development policies and the sustainable development goals
- Rule of law and accountability of institutions
- No. of countries assisted that have developed frameworks which address services in a holistic manner i.e.

 showing linkages (forward and backward) with other sectors of the economy, among services sectors and between policy areas and
 including policy, regulatory and institutional frameworks for the services sector developed through regular multi-stakeholder consultations

• No. of countries assisted that have implemented holistic services frameworks

Impact (long term)

standards

Government

political will

commitment and

External or internal

No. of countries

experience greater

economic benefits

from the services

sector following

- Employment in the

reforms

For example.

services sector

exports

- Value of services

assisted that

institutional factors

economic, political and

remain relatively stable

 Countries expand their services sector production and trade, creating jobs and helping to raise living SDGs of focus



Direct: Target 8.2 Achieve higher economic productivity through diversification, technological upgrading

technological upgradir and innovation

Indirect:



• SDG 8.2.1 Annual growth rate of real GDP per employed person

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TRADE POLICY FRAMEWORK REVIEWS

HARNESSING THE POTENTIAL OF TRADE FOR INCLUSIVE GROWTH AND SUSTAINABLE DEVELOPMENT

Activities

- Prepare comprehensive trade policy frameworks for developing productive capacities, creating employment and fostering poverty reduction
- Multi-stakeholder consultative processes to validate policy framework
- Training and capacity-building of policymakers, trade negotiators, business community, academia and civil society on assessing, formulating and developmentoriented trade policy frameworks
- Sharing of national experiences and lessons learned
- Full engagement and support of all stakeholders
- High-level focal point providing effective and timely support • Inclusive trade policy formulation and

Indicators of progress

- implementation Institutional frameworks
- Receptiveness of stakeholders to proposal
- Availability of national experts
- Consultants deliver their inputs on time and as per agreed standards
- Effective, efficient and timely communication and execution by partners
- % of planned activities delivered on time and within budget
- No. of national trade policy frameworks finalized
- No. of persons trained (disaggregated by level, sex, ministry, country, etc.)

(short term)

Outputs

- Trade policy framework coherent with other measures for inclusive and sustainable development
- Increased understanding of the trade policy community of the contribution of trade to economic recovery, growth and sustainable development in a post-crisis period
- Increased capacity of policymakers in analysing the impact of trade on development, including the potential contribution of key products and services sectors
- Adequate policy space and resources are available for the country for making necessary policy changes
- The elaboration and adoption of national trade policy framework remain a policy priority for the government
 - The framework remains relevant in light of developments in trade negotiations under the WTO and other agreements

Outcomes

(medium term)

implemented

and innovation)

• Trade policy framework is

Enhanced coherence.

inclusiveness and SDG-

(supporting productive

orientation in trade policy

activities, decent job creation,

entrepreneurship, creativity

• Linking of trade policy with

other policy measures (e.g.

industrial and adjustment

sustainable development

policies) in support of

- % of persons trained (disaggregated by level, sex, ministry, country, etc.) who report having improved their understanding and policymaking capacity on the contribution of trade to sustainable development through surveys
- No. of countries assisted that hold national stakeholder consultations to validate the UNCTAD TPF and recommendations
- No. of countries assisted who have reflected the UNCTAD trade policy frameworks in the review. formulation and implementation of national trade policy regimes

Impact

- (long term) • Greater engagement of countries in a universal, rules
 - based, open, nondiscriminatory and equitable multilateral trading system
- SDGs of focus



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

- Firm political will to undertake and implement policy reform at national and international
- Enabling international economic environment, including favourable macroeconomic and cyclical conditions

• No. specific identifiable actions

(by country) for participation

trade agreements, cooperative

frameworks and partnerships,

including South–South trade

negotiations and WTO

- submission of negotiating

- market access offers - adoption of new legislation

accession processes

For example,

proposals

in regional and multilateral

levels

Indirect: 8 DECENT WORK AN

• SDG 17.11.1 Developing countries' and least developed countries' share of global exports

SCIENCE, TECHNOLOGY AND INNOVATION POLICY REVIEWS FACTORING IN SCIENCE, TECHNOLOGY AND INNOVATION (STI)

Description

Key assumptions

Indicators of progress

 Activities Conduct and validate STIP review with an inter-ministerial team and other key national stakeholders Provide opportunities, including through national workshops, for national stakeholders, to engage on an open dialogue on STI policies Provide advisory services and training to support the formulation of specific actions to build national STI capacity Present and peer review report at the UN Commission on Science and Technology for Development 	Outputs (short term) • Five priority areas identified for strengthening STI capacity • Recommended changes to existing STI policies and/or other policies which have an impact on STI outcomes • National stakeholders share a common understanding on need for coherent national STI policies	Outcomes (medium term) • Increased national actions and programmes to build capacity in STI • Enhanced policies in STI for local industries to compete in today's global, knowledge- based economy	Impact (long term) • Strengthened national capacities in science, technology and innovation	SDGs of focus UNINERATIONALION DIRECT: Target 9.b Domestic technology development, research and innovation in developing countries (through conducive policy environment)
 Support and interest at the highest ministerial level Timely availability of funds Wide, relevant stakeholder participation Inter-ministerial team identify key issues to be addressed Timely deliverables by all partners Availability of key STI data Limited stakeholder turnover 	 Long term and high-level commitment to implement suggested recommendations Engagement of business sector and academia in the implementation of the recommendations Supportive STI governance, resources, etc. available for making policy changes 	 The implementation of policies and programmes is systematic and followed through Long-term government commitment and political will Adequate resources available to implement policies & programmes 	 Complementary institutional and organizational changes External or internal economic, political and institutional factors remain relatively stable 	Indirect: B ECENT WORK AND COMMON CARAVIA B ECENT WORK AND C COMMON CARAVIA AD POOL C COMMON C C COMMON C C COMMON C C C C C C C C C C C C C C C C C C C
 % of planned activities delivered on time and within budget STIP review report published Participation of 20 key policy-makers and stakeholders (senior representatives of at least two ministries, private sector and of the academic sector) 	 % of project beneficiaries (by country) rating UNCTAD's technical assistance as "useful" 	 No. of priority areas addressed (out of five identified) No. of countries assisted that have taken specific actions to implement programmes to enhance national STI capacities No. of actions undertaken by countries assisted to implement programmes to enhance national STI capacities 	 SDG 9.5.1 R&D expenditure as a % of GDP SDG 9.5.2 Researchers (in full- time equivalent) per million inhabitants SDG 9.b.1 % of medium and high-tech industry value added in total value added % of firms reporting innovation activities (as reported in national innovation surveys (NIS)) Firm expenditure on innovation activities (as reported in NIS) 	 % of firms reporting innovation activities (as reported in NIS) Firm expenditure on innovation activities (as reported in NIS)

8

E-COMMERCE AND LAW REFORM PROGRAMME

FACILITATING E-COMMERCE THROUGH INFORMATION AND COMMUNICATIONS TECHNOLOGIES

 Activities National and regional capacity-building and awareness raising Review and drafting of e-commerce laws Comparative studies on cyberlaw harmonization in sub-regions of Africa, Asia, and Latin America Monitoring of global e-commerce laws development 	Outputs (short term) • Enhanced awareness of the legal issues related to online activities for e- commerce development	Outcomes (medium term) • Drafting and enactment of stronger e-commerce legislation	Impact (long term) • Improved e-commerce legal infrastructure	SDGs of focus B CECENT WORK AND CONVINC BROWTH CONVINC BROWTH Direct: Target 8.3 Promote development-
 Beneficiary countries mobilize sufficient resources Commitment of stakeholder for the continuity of project activities Timely and correct identification of ICT priorities by governments and stakeholders. Selection of high-level, key policy makers for training 	 Momentum created in country for legislative change 	 Proposed legislative changes are endorsed 	 Positive and stable political environment Stable institutions 	oriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs Indirect:
 No. of regional capacity building and training workshops by country No. of trainees enrolled who successfully completed the training (disaggregated by gender, sector, country, etc.) No. of regional studies produced 	 No. of countries assisted that have taken policy actions to promote the new legislation For example, No. of countries that undertake awareness campaigns on the new legislation (e.g. through meetings, television and radio), and No. of countries that participate in national, regional and international conferences 	 No. of countries assisted with new legislation (domestic and regional) put forward for enactment No. of countries assisted with new legislation enacted 	 No. of countries assisted that adopt and implement e- commerce legal frameworks 	• SDG 8.3.1 Proportion of informal employment in non- agriculture employment, by sex

Description

Key assumptions

INVESTMENT GUIDES

Description

Key assumptions

Indicators of progress

STRENGTHENING LOCAL INSTITUTIONS BY PROMOTING INVESTMENT

Activities	Outputs (short term)	Outcomes (medium term)	Impact (long term)	SDGs of focus
 Collection and analysis of data from public and private investment stakeholders Population and updating of i-guides online platform Launch of website and dissemination among key stakeholders Capacity building of staff in investment promotion authority and government agencies dealing with investors to better understand and respond to investor need, and on how investment supports sustainable development 	 Online investment guide with relevant, hard-to-find information, data and analysis aimed at potential investors, including on investment opportunities that support sustainable development objectives, business operating costs, licensing requirements, regulations, procedures, useful contacts and investor experiences Increased local capacity to respond to investor needs while supporting sustainable development 	 Strengthened initiatives by investment promotion authorities to attract investment in support of sustainable development objectives 	 Increase investment in support of sustainable development objectives 	Direct: Target 17.3 Mobilize financial resources for developing countries Target 17.5 Implement investment promotion regimes for LDCs
 Timely availability of funds Project team released by investment promotion authority Commitment of project team Quality and availability of information/data 	 Policy space/ platform to implement policies and recommendations National resources available Priority of government 	Resources available to investment promotion authorities	 Political support for investment promotion authorities 	Indirect: 1 Modern 1 Mod
 % of planned activities completed on time No. of i-guides where information meets pre-defined quality standards No. of stakeholders trained (disaggregated by gender, sector, country, etc.) 	• No. of countries assisted where the investment promotion authority updates the website following changes to key legislation, changes in government structure, or important changes in business operating costs	 No. of countries assisted that implement strategies, policies and recommendations for attracting and benefiting from foreign investment for sustainable development and inclusive growth 	• No. of countries assisted that demonstrate improved investment-related performance on the basis of changes to FDI inflows as compared to regional benchmarks	 SDG 17.3.1 FDI, ODA and South-South Cooperation/ total domestic budget SDG 17.5.1 No. of countries that adopt and implement investment promotion regimes

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NON-TARIFF MEASURES

STRENGTHENING TRANSPARENCY AND CONVERGENCE OF REGULATIONS FOR SUSTAINABLE DEVELOPMENT

Activities

database of all trade-related NTMs including "behind the border" technical, sanitary and phytosanitary requirements

• Develop, update and quality assure a

- Train national data collectors on methodology
- Research on the impact of NTMs in terms of ad-valorem equivalents and potential gains from reduced "barriers"/ regulatory convergence
- Build capacity of national and regional stakeholders on the economic costs and environmental, social benefits of NTMs, and potential for policy convergence and coherence

- · Availability of data on laws and regulations
- Sufficient NTM data for countries beyond the region under review
- Availability of resources (staff, funds, logistics)
- Full database coverage and Indicators of progress comprehensiveness for the beneficiary region
 - % of planned activities completed on time as per specified quality standards and within budget
 - No. of participants (disaggregated by gender, level, country, etc.)

Outputs

(short term)

- Public database providing comprehensive information on the application of NTMs in partner countries, and domestically across regulatory ministries and agencies (accessible through UNCTAD's TRAINS portal and the World Bank's WITS)
- Improved understanding of policy makers on the economic costs and environmental/social
- benefits of NTMs, the potential of regulatory convergence, international standards, etc.
- Beneficiaries remain in position long enough to influence policy changes
- Continued collaboration among relevant ministries
- Policy changes endorsed and implemented by government (outcomes depend on several negotiating partners)
- No. of database clicks and users (disaggregated by type of user, country, etc.)
- No. of UNCTAD report downloads
- % of workshop participants (by country) who rate the workshop and report as "highly satisfactory"
- No. of countries assisted that link/promote NTM database or report on national websites

Outcomes

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

- Regulatory capacity for adopting international standards, harmonization and mutual recognition of technical NTMs
- Technical and scientific capacity of countries to advance integration with respect to sanitary, phytosanitary and technical regulations
- No. of countries assisted that take specific actions at the national, regional or multilateral levels, to streamline or harmonize NTMs in international trade
- For example,
- Changes to regulations and increased transparency measures
- Committees or working groups set up to coordinate national policy coherence or regional regulatory convergence
- Citations of UNCTAD's report in national or regional policy documents

Increased policy convergence and coherence of non-tariff measures to reduce trade costs



SDGs

of focus

Direct: Target 17.11 Increase the exports of developing countries with a view to

doubling LDCs share of global exports Target 17.14 Enhance policy coherence for sustainable development

Indirect:



- · Government commitment and political will • Trade policy and NTMs is a
 - national priority

Impact

(long term)

while maintaining

South-South trade

environmental and social

regional trade agreements and

benefits, particularly in

- External or internal economic, political and institutional factors remain relatively stable
- No. of countries assisted that adopt mutual recognition, equivalence and harmonization measures in regional trade agreements
- No. of countries assisted that adopt international standards as mandatory regulations
- No. of public and private entities (by country) certified according to international standards
- No. and trade coverage of traditional non-tariff barriers by country

• SDG 17.14.1 No. of countries with mechanisms in place to enhance policy coherence

PILOT

NATIONAL GREEN EXPORT REVIEWS

TOWARDS GREEN ECONOMIES

Activities

- Analysis of sustainable product sectors and national options for their further development
- Elaboration and validation by stakeholders of national policy options and sectoral recommendations and action plans
- International review of national reports to allow for exchange of best practices and recommendations for other countries seeking to develop their green sectors.

- key assumptions
- Availability of national focal point and national experts to set up and implement activities
- Timely deliverables by partners
- Commitment of all stakeholders to work together, and jointly elaborate, adopt and implement national action plans
- Wide participation (including government, private sector and civil society)
- ndicators of progress
- % of planned activities completed on time as per specified quality standards and within budget
- No. of participants participating in national workshops and contributing to national report (by gender, sector, country, etc.)
- % of workshop participants (by country) who are "satisfied" or "very satisfied"

Outputs (short term)

- NGER report (includes national stakeholders' recommendations and the action plan)
- Improved capacity of public and private stakeholders to identify and select promising green sectors; assess the policy, regulatory and institutional requirements; and prepare and adopt recommendations and action plans. for national production and export of green products
- National stakeholders committed to influencing national dialogue and policymaking
- National stakeholders take the lead in designing and implementing national actions

- Outcomes (medium term)
- A comprehensive set of countryowned and country-driven activities to increase national productive and export capacity in sustainably produced or green products, e.g. through the design and implementation of green economy policies, regulatory and institutional frameworks, and cooperative G2B and B2B mechanisms
- Conducive policy environmentSustained commitment of
- national stakeholders to implementation of national actions
- Financial assistance from development partners to support implementation of national actions

Impact (long term)

- Increased national production and export
- of green products Increased product diversification into value-added
- downstream products
 Increased employment opportunities in green sectors
- Improved environmental conditions and sustainable use of natural resources
- Government commitment, including by taking stakeholders' views into account in policymaking and by supporting national green sectors

exports, including

• Employment rates in

Status of environment

and natural resources

green sectors

value added products



15 UFF 15 ON LAND 17 PARTNERSHIPS 17 FOR THE BOALS FOR

Direct:

Target 15.9 Integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts Target 17.11 Increase the exports of developing countries

- Indirect:

 2 HANGER

 State

 State
- Value of national green
 SDG 15.5
 - SDG 15.9.1 Number of national development plans and processes integrating biodiversity and ecosystem services values
 - SDG 17.11.1 Share of global exports

- No. of sustainable product sectors identified and selected by stakeholders in each country
- No. of reforms and options proposed by stakeholders in each country for strengthening of the sectoral policy, regulatory and institutional framework of selected sectors
- No. of recommendations, action plans and timetables for actions prepared and adopted by stakeholders in each country
- No. of countries assisted that implement national activities, policies etc. to strengthen the policy, regulatory and institutional framework of selected sectors
- No. of development partners interested in supporting national actions

ACCESSION TO THE WORLD TRADE ORGANIZATION

Outputs

(short term)

SUPPORTING INTEGRATION INTO THE MULTILATERAL TRADING SYSTEM

Activities

· Enhanced and holistic understanding of Reformed and strengthened Increased benefits Training trade negotiators in techniques, 10 REDUCED the complex rules and disciplines trade and related policies, from trade strategies and tactics • Capacity building of trade policy makers in associated with WTO membership by support institutions and opportunities and Government trade officials and regulations, which adapt to a integration into the policy formulation and implementation, Ξ negotiators, representatives of business more competitive trading multilateral trading particularly relating to the WTO accession and private sector, civil society and environment system negotiations Improved productive others (parliamentarians, media, • Analysis of the potential and constraints Direct: Target 10.6 specific sectors following WTO accession academia and research institutions, capacity Ensure enhanced consumer organisations, etc.) Assisting in the preparation of the Memo representation and Strengthened negotiating capacity of on the Foreign Trade Regime, written voice for developing national officials and improved responses to questions from members; countries in global participation in Working Party meetings domestic legislation consistent with international economic GATT/WTO provisions, etc. • The Memorandum on the Foreign Trade and financial Regime and other required documents Post-accession activities, including institutions for more assistance to implement commitments effective, credible, made accountable and legitimate institutions Commitment of government and active Institutional execution capacity to put in Critical policies or legislation • Government engagement in the process place implementation arrangements progress and are enacted/ commitment and Indirect: National counterpart/lead with authority Development needs are considered fully implemented political will 17 PARTNERSHIPS FOR THE GOALS 2 ZERO HUNGER and required knowledge in WTO in accession negotiations • Consistency (coherence) among • Stable external or Availability of experts to deliver accession Accession package is prepared by trade related policies and other internal economic, related activities national stakeholders policy spheres which impact political and development objectives and • Access to knowledge platforms in the institutional factors accessions negotiations strategies Timely availability of funds Good working relationships among stakeholders • % of planned activities delivered on time % of stakeholders assisted who report No of revisions (by country) to • No. of countries and within budget enhanced understanding on various the country's trade and related assisted that accede to No. of stakeholders assisted issues (elaborated in the survey) policies, institutional frameworks the WTO following UNCTAD technical assistance (disaggregated by type, level, gender, and regulations country, etc.)

Outcomes

(medium term)

SDGs

of focus

Impact

(long term)

Key assumptions

SUPPORT TO GRADUATION FROM LDC STATUS

SUPPORTING STRUCTURAL PROGRESS TOWARDS GRADUATION

Activities

- Prepare vulnerability profiles of graduating countries, and inventories of LDC benefits effectively utilized and evolving needs for special treatment
- Prepare smooth transition strategy documents for graduating countries, with options for negotiating with development partners measures to prevent abrupt losses of LDC benefits
- Prepare resilience-building strategy documents for graduating countries, to support relevant policy-making before and after graduation

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

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

Outputs

(short term)

- Increased awareness, among policy makers, of the likely consequences of graduation, notably of possible losses of benefits
- Enhanced ability of policy makers to formulate and implement smooth transition strategies to prevent disruption in economic progress after graduation
- Enhanced ability of policy makers to make structural economic progress possible after graduation, e.g. toward greater economic resilience
- Receptiveness of government to ideas and recommendations
- Commitment of government to implement changes and allocate adequate counterpart resources for the implementation of activities

 % of stakeholders assisted who report (through surveys) enhanced understanding on increased awareness and ability following UNCTAD technical assistance

Outcomes

(medium term)

- Implementation by graduating countries of smooth transition strategies as recommended by UNCTAD
- Implementation by graduating countries of resilience-building strategies as recommended by UNCTAD
- Readiness to implement measures in support of structural economic progress as recommended by UNCTAD

Impact (long term)

LDCs to post-LDC

abrupt losses of

status, i.e. without

important benefits

Continued structural

economic progress

after graduation

without LDC treatment

(long term) of focus
Smooth transition of



SDGs

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

 Possible changes on the countries institutional or political scene will not disrupt the outcome and

impact of activities

sectors with greater value addition



- Relevant measures taken by policy makers in beneficiary countries in accordance with UNCTAD recommendations
 Structural economic progress perceptible, after at least three years, through measurable economic diversification toward
- SDG 8.1.1 Annual growth rate of real GDP per capita

DMFAS – DEBT MANAGEMENT AND FINANCIAL ANALYSIS SYSTEM

IMPROVING CAPACITIES FOR EFFECTIVE DEBT MANAGEMENT

Activities

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

Description

- Adequate financing available for country project implementation • Partner organizations and consultants

and cost-sharing to cover core

programme activities

meet pre-defined quality standards

Sufficient funds available from donors

- Countries fully support project implementation
- Governments request UNCTAD assistance
- % of planned activities completed on time and within budget
- No. of countries where DMFAS delivered (by DMFAS version)
- % of project beneficiaries (by country)"satisfied" with training and ongoing support

Outputs

- (short term)
- Government information systems for effectively managing complete, up-to-date and reliable debt databases
- Enhanced knowledge of National Debt Management Offices (DMOs) of debt
- management procedures and best practices More effective debt reporting and improved
- accessibility/ availability of debt information Improved operational risk management
- Strengthened integration of debt
- management within Public Finance Management (PFM)
- Availability of government resources for the design and implementation of complementary reforms
- Necessary complementary institutional and organizational reforms implemented
- Trained DMO staff are retained
- Efficient and effective cooperation with partners (World Bank, IMF, regional development banks and organizations)
- No. of institutions per country assisted actively using the DMFAS system
- % of public, publicly guaranteed debt and private debt recorded in the DMFAS system by country
- No. of countries assisted using DMFAS for meeting their obligations and commitments to report to the World Bank and the IMF
- No. of countries assisted where DMFAS is integrated with government budget, accounting or treasury systems
- No. of countries assisted where DMFAS data is used for Debt Portfolio Analysis, Medium Term Debt Strategies and Debt Sustainability Analysis

National Debt Management Offices better record,

Outcomes

(medium term)

process, monitor, report,

 Enhanced transparency of debt information

• Commitment of governments

• Sufficient national political

• Governments integrate debt

into fiscal & macroeconomic

stability to enable debt

management reforms

• No. of DMFAS countries

showing improvements in

debt management capacity

- Public Expenditure & Financial

Assessment (PEFA) Reports

Performance Assessments

- Debt Management

frameworks

For example,

(DeMPA)

disseminate, and analyze the country's public debt

- Impact (long term)
 - Governments manage their debt effectively and sustainably, in support of poverty

reduction, development

and good governance

• Political will to

long-term debt

sustainability and

reduction of debt

distress

of focus

SDGs



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

- Indirect: 1 NO POVERTY Ň:ŧŧ;Ť
- Stable and favourable economic, political and institutional environment

coordinate policies for

- No. of DMFAS countries showing an improvement in their External debt to GNI ratio
- No. of DMFAS countries showing an improvement in their **Public & Publicly** guaranteed debt service to GNI ratio
- SDG 17.4.1 Debt service as a proportion of exports of goods and services

ndicators of progress

ASSISTANCE TO THE PALESTINIAN PEOPLE

ENHANCING CAPACITIES FOR A BETTER FUNCTIONING ECONOMY: THE PALESTINIAN SHIPPERS COUNCIL (PSC)

Activities

Key assumptions

Indicators of progress

1000	 Activities Prepare gender-responsive policy papers e.g. on legal problems facing Palestinian traders, pre-requisites for compliance with international laws and regulations, trade facilitation issues and other topical issues of relevance to the Palestinian shipping community Deliver needs-based training and advisory services to the Palestinian Shippers Council (PSC) Identify and establish new partnerships with relevant national, regional and international institutions 	Outputs (short term) • Improved structural and management capacities (networking, partnerships, etc.) of the PSC • Improved knowledge and skills of the PSC in the legal aspects of, and best practices in, trade facilitation • Improved capacities of the PSC to resolve trade-related legal cases • Strategy for consolidating and sustaining the PSC's institutional capacity	Outcomes (medium term) • Increased effectiveness of the PSC in trade facilitation, strategic management, and targeted expertise training • Shipping needs of Palestinian Firms are better served (f/m)	Impact (long term) • Improved trading conditions for Palestinian shippers (exporters and importers)	SDGs of focus 17 PARTNERSHIPS FOR THE BOALS Direct: Target 17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports
	 Clearance of UNCTAD staff and international consultants to travel to the Occupied Palestinian Territory Availability of national professionals, experts and staff to partner with UNCTAD 	 Increased skills of PSC staff to deliver quality and relevant training and advisory services 		 No major destruction in the security and political situation imposed by the occupying authority 	Indirect: 10 REQUERTINGS
	 % of planned activities implemented on time and within budget % of staff trained (disaggregated by gender, level, etc.) Attendance rate of participants No. of local "trainers" trained No./type of new partnerships established 	 % of project "satisfied" with training and policy papers % of local "trainers" delivering training 	• No. and type of actions taken by the PSC to implementation UNCTAD recommendations	 % of Palestinian shippers experiencing improvement in shipping their goods 	• SDG 17.11.1 Share of global exports

ENHANCED INTEGRATED FRAMEWORK

SUPPORTING LDCs IN TACKLING CONSTRAINTS TO TRADE

Activities • Update the 'Diagnostic Trade Integration Study' (DTIS) • Workshops and advocacy papers on how to mainstream trade in development plans • Support the Ministry of Trade/Commerce in advocating for the mainstreaming of trade issues in developments plans with other line ministries • Workshops on trade facilitation, transport and transit • Implementation of complementary measures	Outputs (short term) • DTIS action matrices with series of trade priority issues to be addressed in the development plan • Increased understanding of government and private sector of the role of trade in economic development • Action matrices are prioritized by the Government	Outcomes (medium term) • Trade priority issues clearly inserted in LDC developments plans • Increased investment by the private sector in manufacturing and building services capacity • Regional initiatives to address cross border issues like trade facilitation, transport and transit undertaken where necessary • Ministry of Trade capable and ready to implement reforms	Impact (long term) • Countries mobilize trade more effectively for greater economic growth, sustainable development and poverty reduction	SDGs of focus 17 PRITERBHIPS OF FOR THE BOARS OF FOR THE BOARS
 Willingness of Governments to establish sub regional dialogue for implementation of EIF regional activities 	 Clear national lead in implementing action matrices Private sector supports the Ministry of trade in mainstreaming efforts Identification through EIF of the 'right' trade issues to be inserted in development plans 	Private sector responsive to market reforms	the wider notion of trade	Indirect: 8 PECHTY MORE AND COMME COMPRESSION 10 MEQULATINES E
 % of planned activities delivered on time and within budget No. of DTIS updates No. of workshops undertaken to support LDCs in mainstreaming trade issues (disaggregated by country participants [level, sector, gender], etc.) 	 No. of countries assisted where the trade issues contained in the action matrices are prioritised by the Ministry of Trade No. of countries assisted which select a TIER 2 project linked to trade reforms and/or structural reforms of the regulatory framework 	 Prominence of trade issues in government development plans No. of countries assisted who implement trade reforms in the proposed areas World Bank business climate indicator Amount of financial resources allocated domestically to undertake reforms 		 SDG 17.11.1 Developing countries' and least developed countries' share of global exports

Description

RULES OF ORIGIN, GEOGRAPHICAL INDICATIONS, MARKET ACCESS SUPPORTING LEAST DEVELOPED COUNTRY PARTICIPATION IN INTERNATIONAL TRADE

Description

Key assumptions

Indicators of progress

 Activities Deliver tailored training to Geneva and capital based delegates and private sector on market access and Rules of Origin (RoO) Research and analysis on the utilization of trade preferences and market access for LDCs Identify cases of manufacturing in LDCs where RoO are creating obstacles to utilization of trade preferences Prepare handbooks for the private sector on how to use trade preferences and comply with RoO and related requirements Active engagement of Governments and private sector Technical knowledge of delegates and of private sector representatives 	 Outputs (short term) Enhanced capacity of Geneva and capital based delegates to advocate and negotiate for improved DFQF and RoO at WTO and bilaterally with preference giving countries Increased understanding of private sector on trade and investment opportunities from trade preferences and market access, and necessary steps to integrate into Global Value Chains (GVCs) and comply with RoO Increased flow of information between delegates and private sector Commitment by LDC delegates to engage in technical debates Preference giving countries reform their current DFQF and RoO regime Strong and united LDC WTO group to push for improvements 	Outcomes (medium term) • Decisions at multilateral or national level to improve current market access and RoO for LDCs • Increased utilization rates of existing trade preferences and trade flows by LDCs • Diversification of exports of LDCs and insertion in GVCs • Accompanying reforms in LDCs to improve regulatory framework for trade and investment • Sufficient export capacity of private sector	Impact (long term) • Increased exports earnings and productive capacity • Investments in LDC to harness market access opportunities and favourable RoO • Government willingness to reform DFQF and RoO regimes	SDGs of focus 17 PRTIERSHIPS CONSTRUCTION Direct: Target 17.11 Increase the exports of developing countries with a view to doubling LDCs share of global exports Indirect: SUBSCONSTRUCTION
 No. of workshops (disaggregated by topic, participants, country, etc.) No. of research publications that meet pre-defined quality standards No. of handbooks with accurate and updated information No. of contacts for negotiations and advocacy activities (by type and country) 	 Quality of interventions and submission by LDC delegates at WTO or other bilateral meetings No. of bilateral engagements (by country) with Preference giving countries on technical debates No. of concrete cases by country from private sector of existing RoO as obstacles to the utilization of trade preferences Utilization rate of trade preferences by the private sector No. of countries assisted where private sector advocates for reforms 	 No. of preference giving countries with legislative reforms of DFQF and RoO Utilization rate at tariff line level of trade preferences granted to LDC by preference giving countries Utilization rate of existing DFQF schemes Diversification of exports (COMTRADE) 	Value of exportsFDI inflows	• SDG 17.11.1 Developing countries' and least developed countries' share of global exports

PAN-AFRICAN COTTON ROAD MAP

PROMOTING VALUE ADDED COTTON PRODUCTION AND PROCESSING IN AFRICA

Outputs

Activities

Key assumptions

(medium term) of focus (short term) (long term) Improved capacity of cotton value chain • Conduct surveys in cotton producing • Implementation of trade and Improved cotton countries to analyse the value chains of stakeholders (government officials, investment policies to enhance production and the 8 DECENT WORK AND ECONOMIC GROWTH cotton by-products private sector, farmers' associations, the value-added of cotton and its value-added of cotton etc.) to assess the potential value, by-products and its by-products Develop and deliver tailored training, based on UNCTAD research (including market situation and prospects for Investment profiles that allow processing in Africa country case studies), to policy makers cotton and its by-products potential investors to assess the and other government officials on the Improved capacity of policymakers to (a) business viability of cotton and its Direct: Target 8.2 development potential of cotton and its formulate evidence-based policies that by-products Achieve higher by-products improve the value-added of cotton byeconomic productivity Provide advice to government officials, products; and (b) devise investment through diversification, profiles to attract potential investors civil society and other stakeholders on technological upgrading actions and policies to improve the valueand innovation added of cotton by-products Indirect: • Commitment of cotton stakeholders and • Platform, resources etc. are available to Reliable data are available to The cotton sector is a 10 REDUCED INEQUALITIES partners implement policies assess the viability of investments priority for the • Financial contribution by partners in cotton sector government • Cotton is in the agricultural development plan/strategy • Implementation arrangements in place for capacity-building % of planned activities implemented on No. of countries assisted with a national No. of countries assisted that Value of cotton • SDG 8.2.1 Annual Indicators of progress action plan² for increasing the valuetime and within budget have policies to enhance the production growth rate of real • No. of countries assisted with up-to-date added of cotton production and value-added of cotton by-• Value of cotton and GDP per employed data on the cotton sector processing (adopted by cotton value products cotton by-product person chain stakeholders) • No. of persons trained (disaggregated by • No. of countries assisted that exports Proportion of type, level, gender, country, etc.) • No. of countries assisted with cotton have implemented action plans the population below • % of project beneficiaries (by sector tailored investment profiles (to to improve the value-added of the poverty line (in country)"satisfied" with training attract investors) cotton sector cotton communities) • Manufacturing valueadded of cotton and its

Outcomes

SDGs

Impact

by-products as a % of

GDP

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

THE BIOTRADE INITIATIVE

PROMOTING TRADE AND INVESTMENT IN BIODIVERSITY RESOURCES

Activities

- Description
- Policy and/or technical studies on the implementation of BioTrade activities or related topics (e.g. NTMs, Nagoya Protocol, traceability systems and/or sourcing practices for selected BioTrade species and countries)
- Disseminate, raise awareness and/or provide technical assistance to relevant stakeholders (government, private and civil society) on topics analysed and recommendations made
- Build consensus and/or knowledge through Global BioTrade Congress and other events
- Availability of resources for UNCTAD and national, regional and international partners • Willingness of all stakeholders to share
- information and experiences
- key assumptions
- Interest and commitment to developing BioTrade and related multilateral environmental agreements and protocols
- Availability of accurate data
- Positive market trends for BioTrade products and services
- % of planned activities implemented on time and within budget
- Indicators of progress
 - No. of studies developed with stakeholders working on BioTrade and BioTrade-related issues; No. of downloads
 - No. of partners that receive technical assistance (country, sector, etc.)
 - No. of BioTrade Congresses
 - % of surveyed respondents who "agree" and "mostly agree" that UNCTAD's BioTrade events (e.g. Congress) are relevant for experience sharing, enhance their knowledge on BioTrade and/or foster coherence
 - No. of organizations working with UNCTAD on BioTrade-related issues (by type - public, private, cooperation, civil society, etc.)

Outputs

(short term)

- Recommendations for overcoming selected regulatory gaps or barriers affecting key BioTrade sectors
- Recommendations for integrating BioTrade into relevant development process, policies and strategies (e.g. NTMs, Nagoya Protocol, traceability systems and/or sourcing practices)
- Increased awareness and knowledge of partners, policy makers, private sector and other related stakeholders to implement BioTrade concept and/or methodologies in a coherent manner
- Availability of resources at UNCTAD, and regional and national levels to implement recommendations and actions
- Willingness of governments, private sector and civil society and donors to collaborate
- Receptiveness of stakeholders to the policy options, strategies and/or recommendations
- No. of measures to overcome regulatory gaps and/or barriers affecting key BioTrade sectors proposed and discussed with relevant stakeholders
- No. of recommendations, policy options, legal and policy advice, and tools related to BioTrade issues validated by BioTrade partners and other stakeholders
- % of surveyed respondents who "agree" and "mostly agree" that their awareness and knowledge to implement BioTrade concept and/or methodologies in a coherent manner has increased

Outcomes (medium term)

• Mainstreaming of BioTrade in relevant multilateral, regional and national processes

Market trends are positive for

Governments, businesses and

multilateral processes are

committed to implement

available to implement

BioTrade

CITES

other stakeholders in relevant

BioTrade, and cooperate and

• Financial and human resources

• No. of references to BioTrade in

reports, decisions and/or

members of the UN, CBD or

regulations adopted by

regularly share information

BioTrade products and services

Impact (long term)

services

- Key stakeholders (governments, rural communities,
- companies) engage in sustainable use and trade in biodiversity-based products and
- SDGs of focus
- 15 LIFE ON LAND

17 PARTNERSHIPS

8

2020

Direct: Target 15.9 Integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts

PILOT

- Government, private Indirect:
- commitment Political stability

sector and civil

society's

- Positive market
- trends • Financial and human
- resources available
- No. of countries and organizations working with and/or implementing BioTrade
- No. of references to BioTrade in multilateral, regional and national processes related to biodiversity, trade and sustainable development
- SDG 15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-

VOLUNTARY PEER REVIEWS ON COMPETITION LAW AND POLICY

FOSTERING ECONOMIC EFFICIENCY

Activities

Description

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

Cooperation of national partners

- Availability of qualified international and local consultants as required
- Participants are receptive to new ideas or issues in competition law and policy
- Indicators of progress
- % of planned activities completed on time and within budget
- Monthly/ quarterly implementation rates
- No. of persons trained (disaggregated by type, level, gender, country, etc.)
- No. and type of advocacy tools used (radio, TV, etc.) by country

Outputs (short term)

- Report of the Voluntary Peer Review, including findings and recommendations on how to improve the competition regime
- Revised competition law, secondary legislation and competition policy framework to be adopted by Parliament
- Institutional framework
- Increased skills of competition authority staff, Commissioners/Board members, and judges for competition law enforcement
- Increased understanding of all stakeholders on the importance of competition for economic development and the business environment
- The Competition Authority agrees with the findings and recommendations
- Resources to implement the recommendations
- The legislative organ is favourable to changes
- Trained staff and Commissioners stay in position long enough to implement changes
- % of persons trained who respond that they their "understanding of competition law and policy has
- improved" following UNCTAD assistance
- No. of countries assisted that undertake advocacy meetings to policymakers and wider public on the benefits of competition law and policy

Outcomes

- (medium term) • Effective enforcement of competition law
- Improved policy and legislative framework for competition policy and law enforcement
- Improved institutional framework and better functioning of the competition authority
- Enhanced competition culture

- Political will to implement the recommendations
- Society is receptive to cultural changes

- % of Peer Review recommendations implemented 5 years after report
- Revised/new law, regulations and/or guidelines adopted
- Recommended changes made to the structure of the competition authority
- No. of competition cases handled per year
- No. of complaints received per vear

Impact (long term)

 Improved competitiveness of developing countries and countries with economies in transition

• Stable and favourable

political situation

entrants

Global

project]

• Economic and trade policies that encourage

market access of new

Competitiveness Index

Forum) [monitored for

10 years following the

(World Economic

SDGs of focus



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



• SDG 8.3.1 Proportion of informal employment in nonagriculture employment, by sex

eREGULATIONS AND eREGISTRATIONS SYSTEMS

SIMPLIFYING PROCEDURES TO IMPROVE NATIONAL BUSINESS, INVESTMENT AND TRADE CLIMATES

Activities

SDGs Outputs Outcomes Impact (short term) of focus (medium term) (long term) • Create and install online information • Transparent information on • Easier business compliance, and • Formalize informal 8 DECENT WORK AND ECONOMIC GROWTH business, investment and trade portals on administrative procedures • Less corruption in the public activities (in many (eRegulations) and online transactional procedures (enterprise creation, developing countries, more service, since procedures are single windows allowing businesses to land acquisition, activity licenses, than 50% of the population known and simpler deal simultaneously with various construction permits, import-export, works in the informal Decreased administrative cost for administrations (eRegistrations) etc.) sector) and stimulate businesses business, investment and • Simplified procedures (average • Train local staff in administering and Progressive shift towards userexpanding the online tools decrease of 50% in steps and trade centric administration requirements) without changing the More tax revenues, better • Promote awareness and use of online Direct: Target 8.3 information and services among regulations public infrastructure and Promote developmentbusinesses, citizens and civil servants Operational online services through services and enhanced oriented policies for social protection single windows productive activities, • Increased local capacity in decent job creation, implementing eGovernment services entrepreneurship, creativity and • National partners are engaged and • Capacity of government to • Capacity of government to sustain Political commitment to Key assumptions innovation and MSMEs committed to transparency and implement changes the effort democratic governance Target 16.6 Develop efficiency • Adequate public communication • Coordination among donors to effective, accountable Availability of national experts avoid dispersion and transparent institutions at all levels Indirect: 1 NO POVERTY Ň:44: • Information portal accessible online No. of visits to information portal (by • Usage rate of the services • % active population paying • SDG 8.3.1 Proportion ndicators of progress documented, simplified and of informal Online services operational country) taxes automated (e.g. company creation) employment in non-• No. of procedures published online (by No. of users of online services (by Increased number of agriculture country) country and type) Number of businesses registered countries listed in GER.co • No. of local staff trained in documenting, • No. of steps and requirements in • Reduction in number of steps for • Increased number of employment, by sex simplifying and automating procedures procedures key administrative procedures for countries with improved (by country, gender, level, etc.) business assessment in GER.co Increased number of procedures businesses and citizens have access to online Increased number of civil servants trained in on the basic principles of

administrative efficiency

TRADE FACILITATION

EMPOWERING NATIONAL TRADE FACILITATION COMMITTEES FOR EASIER AND FASTER TRADE

Activities

Key assumptions

Indicators of progress

 Activities Advisory services to National Trade Facilitation Committee (NTFC) on its ToRs, financing, membership, institutional setting, Secretariat, etc. Develop and deliver needs-based training, examinations, certificates, etc. with expert partners Certify NTFC and NTFC members (UNCTAD Certificate) 	Outputs (short term) • Increased capacity of NTFC Members of the NTFC Secretariat to understand and implement TF reforms • Minimum conditions in place for the NTFC to function in a sustained way (UNCTAD certification)	Outcomes (medium term) • Functioning and sustainable NTFC that provides the necessary multi-stakeholder consultative mechanism for Trade Facilitation oversight and reform, as per the WTO Bali Trade Facilitation Agreement	Impact (long term) • Implementation of trade facilitation procedures and initiatives at national, regional and international levels	SDGs of focus
 National partners are engaged and meet deadlines Availability of national experts Participants are engaged in the training, attend every day and do the necessary follow-up work to pass the certification exam 	 NTFC is adequately resource (human and financial) Appropriate membership of NTFC (type of stakeholder, level, etc.) Certified NTFC members remain in position long enough to implement changes 	 Willingness of government to implement changes Adequate financial and human (including technical skills) resources 	 Policy space and government support for inter-institutional cooperation Government commitment to WTO Agreement 	international economic and financial institutions Target 16.6 Develop effective, accountable and transparent institutions at all levels Indirect: BECONTROCK DECOMPOSITION BECONTROCK DECOMPOSITION BECONTROCK DECOMPOSITION DECO
 % of planned activities completed on time and within budget No. of persons trained (disaggregated by type, level, gender, country, etc.) Attendance rate % of person trained (by country) who are "satisfied" or "very satisfied" with the training 	 % of person trained (by country) that obtain certification No. of NTFCs reported in the UNCTAD Repository of National TF Bodies; % NTFCs created with UNCTAD assistance % of NTFCs certified % of countries assisted that have documents drafted for fully functioning NTFC (i.e. ToRs, regulations, etc.) 	 No. of NTFC meetings (by country) No. and type of decisions taken by the NTFC (by country) No. and type of policy recommendations by the NTFC (by country) No. of countries assisted that give notification of category A to the WTO Trade Facilitation Agreement 	 World Bank Doing Business Index World Bank Logistics Performance Index UNCTAD Liner Shipping Connectivity Index 	

ASYCUDA – AUTOMATED SYSTEM FOR CUSTOMS DATA

Description	 Activities Deliver ASYCUDA Training to Customs staff and private sector operators Implement customs regulations and procedures within ASYCUDA Adapt and configure ASYCUDA system to national requirements and operational 	Outputs (short term) • Increased capacity in Customs National Project team to manage and operate ASYCUDA • Reformed Customs Regulation defined, documented and published • Customs and trade data produced from ASYCUDA	Outcomes (medium term) • Use of ASYCUDA for procedures handling import, export and transit operation in accordance with national regulation, international standards, and best practice • Increased availability of timely and accurate statistical data	 Impact (long term) Increased efficiency of customs administration (e.g. reduction in goods clearance time and increase in revenue collection) Increased transparency of transactions 	SDGs of focus MUNITERINGULATION WARDINGERSTRUCTURE WARDINGERSTRUCTURE WARDINGERSTRUCTURE WARDINGERSTRUCTURE Direct: Target 9.1 Quality, reliable, sustainable and resilient infrastructure, including regional and trans- border infrastructure Indirect:	
Key assumptions	 Team and provision of suitable premises at each of the identified customs locations Staff retention policy in place Coordination and cooperation among all Project stakeholders Adequate human resource management policy 	 Government support to fast-track the approval of new Customs legislation and procedures Capacity of the OGAs to interface with Customs Authority Signature of Memorandum of Understanding with other government agencies 	 Coordination and cooperation of Customs Authority with other govt. agencies Compliance of brokers/traders with customs procedures 	 Civil peace maintained in the region Customs provides the requisite number of full time Customs trained personnel for National Project Team 		
Indicators of progress	 System Prototype developed No. of training sessions delivered by National Trainers (No. of customs staff trained; no. of private sector operators trained) 	 National Team fully operational Customs legislation streamlined Revised Customs procedures No. of clearance steps/procedures Customs data made available Trade data made available in accordance with SLA 	 % of declarations presented in Customs Office processed through ASYCUDA Use of trade statistics by various Government institutions and stakeholders in general International Transparency Ranking 	 Compliance rates No. of frauds detected/potential loss of revenue % revenue collection X months after computerization of the Customs Office CPI (Corruption Perception Index Clearance time (ASYPM indicators) Revenue collection (ASYPM indicators) 	 SDG 9.a.1 Total official international support (ODA plus other official flows) to infrastructure SDG 17.1.1 Total government revenue as a proportion of GDP, by source SDG 17.1.2 Proportion of domestic budget funded by domestic taxes 	

• WB's "Doing Business" Logistics Performance Index

THE UNCTAD STATISTICS PROGRAMME

MAKING THE NUMBERS ADD UP TO IMPROVED POLICY RECOMMENDATIONS

Description	 Activities Design and deliver harmonised methodology and questionnaire and IT system Design and deliver training to WAEMU Commission and member states using e- learning SITS modules in cooperation with WTO, UNSD Provide on-going support to WAEMU Commission and member states Liaise with SADC and COMESA to maximise cooperation and scalability 	 Outputs (short term) Harmonised data structures, methodology, questionnaire and IT production system Joint UNCTAD - WTO - UNSD e-learning modular course on SITS in several languages UNCTAD SITS IT & production system and e-learning course available to other regions of the world 	Outcomes (medium term) • Improved harmonisation of SITS in WAEMU • Enhanced e-learning training on SITS • Opportunity for wider regional scalability of UNCTAD SITS system and e-learning training	Impact (long term) • Strengthen the quality and harmonization of statistics on internationally trade in services (SITS) for countries of the West African Economic and Monetary Union (WAEMU)	SDGs of focus 17 PARTNERSHIPS FOR THE BOALS Direct: Target 17.19 Support statistical capacity-building in developing countries
suunduunsse yan	 Continued cooperation with ASYCUDA, Train-for-Trade, WTO and UNSD Commitment of partners 		• Continued cooperation with WAEMU, ASYCUDA, Train-for- Trade, WTO, UNSD, SADC, COMESA and AUC	 Political stability No epidemics or natural disasters in the region Availability of human and financial resources 	
indicators of progress	 SITS production system delivered and install on time and within budget No. of persons trained 	 All WAEMU member states using same questionnaires and production system by end 2018 e-learning SITS available in at least 3 languages by end 2018 	 Harmonised SITS being compiled by all WAEMU member states by end 2018 e-learning SITS used successfully in WAEMU by end 201; Pass Rates > 60% 	 All WAEMU member states using UNCTAD SITS system to compile SITS 	• SDG 17.19.1 Dollar value of all resources made available to strengthen statistical capacity in developing countries

Key assumptions

Description

THE SUSTAINABLE STOCK EXCHANGES INITIATIVE

PROMOTING GOOD ENVIRONMENTAL. SOCIAL AND CORPORATE GOVERNANCE

Activities

Description

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

• Availability of partners and adequate

• Receptiveness of participants to SSE

• % of planned activities completed on

human resources to meet

timeframe and budget.

ideas and requirements

time and within budget

• No. of countries assisted

No. of SSE Dialogues

Availability of data

deliverables within planned

ndicators of progress

Outputs (short term)

- SSE Model Guidance for
- exchanges to adapt to their local market
- Increased capacity of exchanges for developing guidance on ESG reporting
- Increased knowledge of good practices and lessons learned on ESG disclosure and SDG related financial products
- Promotion of financial products for sustainable development on stock exchanges
- Comprehensive online database of regulatory and stock exchange sustainability reporting initiatives and sustainability related financial instruments
 - Strengthening the SSE platform to deliver on it workstreams

- No. of exchanges 1) adopting SSE guidance products.
- 2) making use of SSE technical assistance,
- 3) participating in SSE consensus building activities and
- 4) covered by SSE databases

Outcomes (medium term)

- All stock exchanges provide a published guidance document to listed companies on sustainability
- reporting • An increase in the no. of stock exchanges and capital market regulators that incorporate ESG factors into their listing requirements and financial products
- Increased consensus among the world's main stock exchanges and capital market regulators
- Use of reporting and financial products by the investment community; influence of ESG information and indices on corporate sustainability practices
- No. of stock exchanges with ESG disclosure guidance, listing requirements or SDG related financial products

- Impact (long term)
- Increased and improved corporate sustainability reporting
- Increased and improved use of SDG related investment products (e.g. green bonds, ESG indices)
- Increased consensus among stock exchanges and their regulators on sustainability practices
- Increased alignment between capital market signals and SDGs
- Political will and stability
- Leverage and influence of stock exchanges and their regulators via listing rules, direct involvement in financial products, voluntary mechanisms and training programmes
- No. of companies (by country) producing sustainability reports, number of financial products linked to SDGs (e.g. green bonds and ESG equity indices), increased adoption of stock exchange initiatives to promote corporate sustainability (e.g. exchange guidance on ESG disclosure, workshops and training)

SDGs of focus



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



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

CORPORATE ACCOUNTING AND REPORTING

AIMING AT TRANSPARENCY

Description	 Activities Implement the ADT Provide guidance and advisory services to stakeholders at national, regional and international levels on enhancing the corporate reporting infrastructure Deliver training and capacity-building on sustainability and SDG reporting to stakeholders Deliver training and capacity-building on financial literacy and accounting for MSMEs Build consensus on standards and corporate reporting guidance at the ISAR sessions 	 Outputs (short term) Increased institutional capacity of countries to enhance their accounting and reporting infrastructure for high quality reporting, corporate transparency, governance and accountability Increased capacity of countries to formulate an implement sustainability reporting requirements and reporting requirement for MSMEs Improved financial literacy of MSMEs and their enhanced access to finance 	 Outcomes (medium term) Design and implementation of strategies and policies by countries to attract and benefit from investment in sustainable development Availability of reliable and comparable data on the contribution of the private sector towards attaining the SDGs 	Impact (long term) • Improved business environment in beneficiary countries: countries attract and benefit from investment in sustainable development	SDGs of focus 12 RESPONSIBIL CONSUMPTION AND PRODUCTION COOL Direct: Target 12.6 Encourage sustainable practices and sustainability reporting by companies, especially large and transnational
Key assumptions	 Availability of human and financial resources at country level Availability, interest and support of external leading experts Active engagement of national stakeholders and receptiveness to sustainability reporting and accounting for MSMEs Participation of relevant stakeholders in ISAR session, and dissemination of consensus reached at country level 	 Government promotes UNCTAD- developed tools in the assessment and enhancement of local institutional capacity related to corporate reporting, including sustainability reporting Dissemination of financial literacy and access to finance information to relevant stakeholders at country level 	 Government support and endorsement Commitment and cooperation of government, private sector and civil society organizations (namely professional accounting bodies) 	 Political will towards implementation or strengthening of sustainability reporting standards Country-level recognition of the importance of financial literacy to improve MSMEs' access to finance 	Indirect: Indirect: Indirect: Image: State
Indicators of progress	 No. of countries implementing the ADT No. of workshops, webinars and other training offered in the area of corporate reporting, including sustainability reporting (by country) No. of participants (individuals) and participating countries taking part at the ISAR session (by gender, type, level, country, etc.) 	 % of countries that have issued legislation or regulation with regard to sustainability reporting No. of actions taken (legislation, regulation, government programs, partnerships) related to MSMEs' access to finance (by country) 	 No. of countries assisted using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, business linkages and corporate reporting 		 SDG 12.6.1 Number of companies publishing sustainability reports

TRADE, GENDER AND DEVELOPMENT PROGRAMME

Outputs

(short term)

Improved understanding by high-level

differentiated impact of trade

other stakeholders to design and

trade and gender

trade policies;

government policy makers of the gender-

planning officials, parliamentary staff and

implement gender-sensitive trade policies

researchers for teaching and research on

Increased skills of mid–level government

Strengthened capacity of academics and

• Policy space to mainstream gender into

Resources available at national level

• No. of countries assisted that have taken

steps to mainstream gender (e.g. national

official documents; meetings and policy-

No. of countries that have taken steps to

• Assessments of the implications for

• Platforms, mechanisms, tools, etc. to

• Awareness raising, increased dialogue on

disaggregated data and gender analysis

gender mainstreaming in trade policy Increasing the availability of gender-

women of existing trade policies

study the gender-differentiated impact of

dialogue initiatives; etc.)

mainstream gender

trade. For example, through:

strategies and policies; sectoral studies and

GENDER MAINSTREAMING: A PATH TO INCLUSIVE DEVELOPMENT

Activities

- Analyse the distinct effect of economic policies, esp. trade policy, on men and women, and identify genderbased constraints to inclusive development
- Advise governments on strategies and policy measures to overcome constraints to women's economic empowerment
- Deliver training, including through online courses, to policy-makers, researchers and civil society on the gender-differentiated impact of trade and on how to mainstream gender in trade policy
- Deliver training on quantitative methods to statisticians, planning officers with quantitative assignments and researchers for them to analyse the relationship between trade and gender
- Convene intergovernmental meetings these issues
- Pilot micro-level schemes to economically empower women through trade
- Effective partnerships with national counterparts
- Arrangements in place for training
- Receptiveness of stakeholders to ideas, and extent to which gender mainstreaming is viewed as a priority by individual stakeholders
- No. of countries assisted
- No. of participants to training activities by gender, stakeholder group, country, etc.
- At least 80% satisfactory rating from participants

- Outcomes (medium term)
- Gender is mainstreamed into trade policies through the routine performance of gender impact assessment for trade policy reform and through the integration of gender components in trade facilitation and logistics
- Impact (long term) • Increased trade
 - opportunities for women and facilitating women's access to more profitable markets
- SDGs of focus
- 8 DECENT WORK AND ECONOMIC GROWTH 5 GENDER EQUALITY
- Direct: Target 8.3 Promote developmentoriented policies for productive activities, decent job creation, entrepreneurship, creativity and innovation and MSMEs
- Trade policy together Consistency of with flanking policies regulations and to empower women. policies, across policy areas
- Policy coherence e.g. with education, labour and social policies

logistics

- No. of countries assisted that systematically identify, predict and respond to the potential gender impacts of trade policy reform and/or that have integrated genderspecific components in trade facilitation and
- No. of countries assisted that have implemented action plans to increase access for women to key markets
 - Average daily hours spent on unpaid domestic and care work by women
 - Gender wage gap, improved work conditions and social benefits in the export sector

- SDG 8.3.1 Proportion of informal employment in nonagriculture
 - employment, by sex

Indirect:

10 REDUCED INEQUALITIES

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17 PARTNERSHIP: FOR THE GOAL

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Key assumptions

INTERNATIONAL INVESTMENT AGREEMENTS

BENEFITING FROM INVESTMENT AGREEMENTS FOR DEVELOPMENT

Activities

- Monitor trends in international investment Description agreements (IIAs) and Investor-State dispute settlement (ISDS)
 - Update UNCTAD IIA and ISDS online databases
 - Conduct research and policy analysis on sustainable-development (SD) oriented IIA reform (also covering ISDS)
 - Deliver technical assistance (TA) and capacitybuilding (CB) services on IIAs and ISDS
 - Convene Member States and multi-stakeholder community for sharing experiences and best practices on SD-oriented IIA reform
 - Maintain IIA expert network (incl. negotiators, practitioners, academia, civil society etc.)
 - Carry out communication and outreach activities
 - Continued availability of resources (staff, funds, logistics)
 - Continued mandate
 - Continued relevance of the topic
 - Continued demand for TA/CB
 - Active participation of stakeholders in meetings
 - % of planned activities delivered on time and within budget, including: no of stakeholders assisted (by type, level, gender, country/region, etc.); no. of meetings convened, no of papers

Outputs

(short term)

- Research products on trends in IIAs and ISDS: on-line databases, reporting/ analytical papers, World Investment Report, etc.
- Policy options for SD-oriented IIA reform
- Enhanced capacity and understanding of policy makers/stakeholders about SDoriented IIA reform
- Knowledge generation through network of **IIA** experts
- Platform for informed policy discourse on SD-oriented IIA reform
- Stakeholders remain interested in/receptive to UNCTAD data, analysis and policy options
- Governments/stakeholders continue participating in policy discourse on SDoriented IIA reform
- IIA experts remain in position long enough to implement and manage change
- Continued availability of website/database facilities
- Use of UNCTAD online databases and analytical papers
- Recourse to/citation of UNCTAD data/, analytical papers, policy options
- % of stakeholders who consider UNCTAD's policy options "useful" or "very useful"
- % of stakeholders assisted who were "satisfied" or "very satisfied" with UNCTAD technical assistance/advisory services
- Number and relevance of stakeholders engaging in UNCTAD platform for policydiscourse

Outcomes

(medium term)

- Intensified and wellinformed policy discourse on SD-oriented IIA reform
- Policy options/recommendations are endorsed/implemented by individual governments (e.g. national-level reform actions)
- Policy options/recommendations are endorsed/implemented by negotiating partners (e.g. for bilateral/regional results)
- UNCTAD retains its key convening and advisory role
- Countries continue using IIAs to increase foreign investment inflows/protect outward investment, in pursuit of SD objectives
- Countries have capacity and resources to implement change
- No of countries assisted that indicate they pursue activities in support of SDoriented IIA reform
- No of SD-oriented features in model treaties/negotiating documents
- No of SD-oriented features in new IIAs

Impact (long term)

• A more SDoriented IIA regime

Key players

continue to

support SD-

oriented IIA reform

• No of SD-oriented

features in new IIAs

• A more SDoriented system for settling investment disputes

SDGs of focus

- 17 PARTNERSHIPS FOR THE GOALS

Direct: 17.13 Enhance macroeconomic stability through policy coordination and policy coherence 17.14 Enhance policy

- coherence for sustainable development 17.15 Respect each country's policy space and leadership
- Indirect: 1 NO POVERTY
- 17.5 No. of national & investment policy reforms adopted that incorporate sustainable development objectives
- 17.14 No. of countries that have ratified and implemented relevant international instruments
- No. of constraints that are embodied in ODA or loan agreements, IIAs. RTAs etc.

key assumptions

EMPRETEC AND BUSINESS LINKAGES

HELPING SMALL ENTERPRISES TO GROW SUSTAINABLY

Activities

- Train nascent and established entrepreneurs (following Empretec's behavioural approach)
- Advisory services to national institutions to establish Empretec centres, and to facilitate their integration into the global network
- Advisory services on standardization of training packages for target groups (e.g. youth, women, green or social entrepreneurs, rural farmers, etc.)
- Training and skills upgrading activities for suppliers, contractors, and multinational enterprises in value chains
- Develop entrepreneurship strategies and action plans
- Advisory services to national implementing partners to support SMEs participating into regional and global value chains
- Interest and support from local implementing partners
- Adequate resources
- Availability of external contractors (mainly certified Empretec trainers, established Empretec centres and other experts)
- In-country access to IT, website and communication tools
- Empretec centres actively participate
- % of planned activities delivered on time and within budget

Outputs

(short term)

- Improved entrepreneurial competencies and behaviours of entrepreneurs
- Increased number of national implementing partners joining the **Empretec Global Network**
- Strengthened capacity of Empretec centres to deliver standardized and highquality training and services to SMEs
- Increased capacity of national implementing stakeholders to introduce a holistic approach promoting entrepreneurship for development
- Increased capacity of national implementing partners to build and strengthen business linkages between domestic SMEs and large national/multinational enterprises
- Entrepreneurs attend training courses and apply what they learn to their businesses
- Market-driven linkage opportunities between domestic SMEs and multinational enterprises
- Mechanisms to facilitate collaboration between large national and multinational enterprises and the domestic private sector (mainly SMEs)
- No. of Empretec centres joining the Empretec Global Network
- No. of entrepreneurs trained and/or assisted by national Empretec centres

Outcomes

(medium term)

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

Continued and focused financial

• Governments adopt sustainable

development investment and

entrepreneurship frameworks

entrepreneurship development

workshops offered by Empretec

centres on a yearly basis

awareness policies support

• National education and

entrepreneurship

Sustained growth of

support

Impact (long term)

- Increased number of entrepreneurs able to start, grow and sustain their enterprises,
- generating new jobs • Effective entrepreneurial ecosystem
- Effective participation of small and medium enterprises into regional and global value chains

SDGs of focus

8 DECENT WORK AND ECONOMIC GROWTH

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

Indirect: 1 NO POVERTY ľ•44: 10 REDUCED E

for private sector dev. • Favourable regulatory

Policies and regulations

- environment and consistent administrative and fiscal procedures to open, operate, expand and close a business
- No. of small and medium-sized enterprises (by country) that, after receiving business linkages assistance, are integrated into value chains and/or are able to sell on international markets



Key assumptions

THE VIRTUAL INSTITUTE

SHAPING POLICYMAKING DECISIONS IN AN ACADEMIC SETTING

Activities

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

- economist(s) and consultants Availability of qualified candidates for Vi capacity-building activities
- Availability of reliable local partners for the national/regional face-to-face activities
- Availability of quality proposals by local academics.
- Availability of mentors
- Indicators of progress
- No. of teaching materials and courses developed
- No. of countries assisted.
- No. of participants of Vi capacitybuilding activities by gender, country, etc.
- % of persons assisted who are "satisfied" or "very satisfied" with UNCTAD support

Outputs

(short term)

- Increased availability of teaching materials on topical policy-relevant trade and development issues to university teachers and students in beneficiary countries
- Enhanced knowledge of policy-relevant trade and development issues among academics working on teaching and research projects for their countries
- Enhanced capacity of academics from the beneficiary country to develop teaching materials, deliver courses, and undertake research on trade and development issues relevant for their countries
- Interest of beneficiary researchers and university lecturers in Vi materials, courses, workshops, and mentoring support
- Commitment of beneficiary academics to use Vi materials and course/workshop knowledge in their courses and research

• % of users of Vi teaching materials

• % of beneficiaries reporting that Vi

professional capacity

or "considerably strengthened" their

reporting that the materials were "useful"

capacity-building activities "strengthened"

or "very useful" for their work or studies

 No. of beneficiary countries where teaching was incorporated into local courses

Outcomes

issues

(medium term)

Stronger local capacity in

beneficiary countries to teach

relevant trade and development

Users of Vi teaching materials and

graduates of Vi capacity-building

activities in a position to use the

materials and knowledge in their

education and policy-oriented

research a priority for beneficiary

teaching and research

Policy-relevant university

academic institutions

and research topical policy-

• No. of beneficiaries who used the knowledge and skills from Vi capacity-building activities in their teaching and/or research

Impact (long term)

policies

- Formulation and implementation of home-grown evidencebased economic
- SDGs of focus



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

- Indirect: Ň:ŧŧ;Ĭ 10 REDUCED INEQUALITIES government in hiring beneficiary universities
- Interest of the government in research inputs from academia and in cooperation with researchers

• Interest of the

graduates from Vi

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

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

ENHANCING POLICYMAKING AND NEGOTIATION CAPACITIES

Activities	Outputs (short term)	Outcomes (medium term)	Impact (long term)	SDGs of focus
 UNCTAD P166 courses held in five regional venues (over two-year period) Development and adaptation of curricula to each region by UNCTAD Six short courses (annually) to update Geneva based delegates on the most developments on the international economic agenda Collaboration with national institutions to deliver material that is in line with the national and regional economic context 	 Enhanced understanding of course participants of economic, trade and development issues Increased awareness of course participants of policy options to address development problems in LDCs and countries with economies in transition Enhanced understanding of key stakeholders on UNCTAD's mandates 	 Strengthened capacity in policy formulation, dealing with economic and trade related issues 	 Countries implement trade and development policies as per UNCTAD recommendations 	Direct: Target 17.9 Support national plans to implement all the SDGs
 Commitment of National Institutions in the multi-venues for where regional courses are held; Continued interest and commitment of various UNCTAD Divisions, to ensure the delivery of a comprehensive programme Availability of qualified national experts who are capable of delivering on all of national and regional context 	• Dissemination of knowledge acquired by course participants	 Participants stay in position long enough to implement policy changes 	Complementary policies	Indirect: 10 REQUENTING E
 No. of courses developed No. of countries/regions assisted No. of participants by gender, stakeholder group, country, etc. % of course participants who are "satisfied" or "very satisfied" with course 	 % of course participants who report enhanced understanding through surveys 			 SDG 17.9.1 Dollar value of financial and technical assistance (including through North-South, South- South and triangular cooperation) committed to developing countries

Description

TRAINFORTRADE'S (TFT) PORT MANAGEMENT PROGRAMME

ATTRACTING INTERNATIONAL TRADE THROUGH BETTER PORT MANAGEMENT

Activities

Key assumptions

Indicators of progress

SDGs Outcomes Impact Outputs of focus (short term) (medium term) (long term) More effective Create/extend Port Network for port operators Added value solutions to capacity, Improved efficiency and inefficiency problems for port **9** INDUSTRY, INNOVATIO AND INFRASTRUCTUR to share knowledge and expertise competitiveness of port participation of communities management services countries in the global • Set up/support the National Steering Committee (NSC) who manage the programme locally Increased knowledge and skills for port Port managers are able to economy • Develop and administer the "Modern Port management apply strategic decisions • Increased trade flows Management" Training of Trainers modules and modern technics of • Strengthen talent management and develop port management Direct: Target 9.1 sustainable HR strategies for port management contributing to port Quality, reliable, • Conduct capacity building workshops for port efficiency sustainable and resilient managers on 1) TFT methodology, 2) port infrastructure, including management content, 3) port performance data regional and transcollection and 4) the e-learning platform border infrastructure Sufficient resources • Countries' are willing to implement Commitment of Indirect: • Suitable national instructors proposed solutions member countries Port communities/NSC release participants for • Support from top management Political stability classes, find tutors, assign mentors, and consider Platform, resources, etc. to implement courses for career development proposed solutions • Port members send senior managers to 17 PARTNERSHIP FOR THE GOAL participate in the training activities • Participants are committed, attend all the modules and activities Participants have sufficient level of English Availability of data (at times confidential) • 23 Port Performance • Capacity to import / • % of planned activities implemented on time Participant scores after completing the 8 • SDG 9.1.2 Passenger • No. of countries / port communities that are modules; scores for the case studies exports goods and and freight volumes, Indicators categorised members of the Network • % of case studies judged best in providing under 1) finance, 2) services (e.g. number by mode of transport of TEU's. import / added value solutions by a panel of port human resources. 3) No. of South-South exchanges / cooperation vessel operations and 4) export figures, experts from the network activities within the network cargo operations international Attendance rate of participants, including % of % of the participants that successfully merchandise trade) the participants that complete modules 1 to 8 defend their final dissertations • No. of trained local instructors (by gender, level, • Evaluations/remarks of dissertation panels • HR empowerment tool operational country, etc.) • No. of trained port community personnel (by No. of sustainable training and capacity gender, level, country, etc.) building scheme % of local instructors delivering training Training satisfaction surveys results (No. trained, etc.) • % of port communities who sustain the network (e.g. No. of meetings, No. and frequency of forum posts)