

Statement by Mr. Petko Draganov, Deputy Secretary-General of UNCTAD  
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[AS PREPARED FOR DELIVERY]

Mr. Chairman,  
Distinguished Delegates,  
Ladies and Gentlemen,

It is a pleasure to welcome you to this sixty-seventh session of the Working Party on the Strategic Framework and the Programme Budget.

Item 3 on the agenda is the review of the Secretariat's annual report on the implementation of the communications strategy and publications policy, approved by the Trade and Development Board in 2009. This is our fifth implementation report: it provides an overview of activities undertaken by the Secretariat from January to the beginning of December 2013 and has been published in all languages prior to this meeting.

I am pleased to report that UNCTAD has been making steady progress in implementing the Working Party recommendations and we can demonstrate some visible improvements in the implementation of the communications strategy and publications policy. This is as well an opportunity to provide a brief oral update of the efforts undertaken since the appointment of our new Secretary-General Mukhisa Kituyi, in support of enhancing communication and outreach.

The Communications Strategy and Publications Policy is a living document and remains a valid framework for continued improvements to the organization's communications activities and publications policy.

We shall also consider the Report on the readership survey of the main publications in 2013, the list of UNCTAD publications in 2012–2013 and the provisional list of UNCTAD publications for 2014–2015.

Allow me therefore to begin with the implementation of our communications strategy. As we strive to enhance the different communications aspects in the daily work of UNCTAD, the Secretariat follows developments in the application of new communications tools and online technology, particularly as applied within the UN system. Resources and technology permitting, we placed particular emphasis on the implementation of social media platforms and enhanced web functionalities.

Throughout 2013 we continued to receive some encouraging feedback regarding improvements in our communication with member States, in the media response to major events and press campaigns, and in the increased civil society engagement with the work of UNCTAD. We have enhanced collaboration with other UN communications offices in order to learn from best practices and to mutually support UN-wide communications campaigns among different constituencies of stakeholders.

In the implementation of the communications strategy in 2013, we have taken careful note of your agreed conclusions, in particular paragraph 4, where you noted ... “ongoing efforts of the secretariat in maintaining the website and Delegates Portal” and called “..upon the UNCTAD secretariat to ensure that priority is given to keeping content up to date, and to enhancing the site’s functionality, accessibility and usability;

Activities in 2013 saw the further enhancement of UNCTAD’s web presence, including the provision of user-friendly and timely information to dedicated target audiences, and the development of online tools and technical improvements to the site architecture and search facilities. UNCTAD also measurably enhanced its outreach through social media tools.

A number of previously external, stand-alone websites were integrated into the main site. As a result, all content may now be retrieved by the integrated site search. The Delegates Portal,

launched in December 2012, has become a widely used reference site for member States. The portal now contains current vacancies in UNCTAD and a Guide for Incoming Delegates. To date, more than 160 delegates have registered to use the Portal, with more than 3,600 page views.

The section for career opportunities has been enhanced and includes the most up-to-date listing of vacancies through the United Nations Careers Portal, which describes employment conditions, career options and recruitment processes.

The new web platform has allowed UNCTAD to develop more dedicated interactive conference websites. This facilitates the provision of information, documentation and registration for major events. Examples are the Global Services Forum 2013, the Public Symposium 2013, and the thirtieth anniversary of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting (ISAR).

UNCTAD also developed online tools and portals, such as the Entrepreneurship Policy Framework, which provides support to policymakers in the design of initiatives, measures and institutions to promote entrepreneurship; or the UNCTAD-ISAR Accounting Development Tool – an online assessment tool for measuring the level of development and convergence of a country's accountancy infrastructure towards the implementation of internationally agreed standards and practices; Trade facilitation bodies around the world are another example of an online repository, which features an interface with an interactive map, to assist member States in creating or strengthening trade facilitation bodies. It currently provides more than 80 country cases.

Technical enhancements to the UNCTAD website at [unctad.org](http://unctad.org) focused on site architecture, which will gradually allow substantive divisions to upload content – another step to keeping information on the web up-to-date.

With the migration to the SharePoint platform, systems were developed to produce statistics on page views and document downloads. The integration of previously external sites helps statistics capture a larger percentage of UNCTAD's online presence. The report presents the first data

capturing site visits over a twelve month period (2013) on the new website. It will be a baseline for this biennium performance indicator.

Distinguished delegates,

You may have noticed our enhanced social media presence in 2013. UNCTAD has recorded a marked increase in the following of our Twitter and Facebook accounts, which now have more than 1000 followers.

The number of @UNCTAD twitter followers almost tripled from 8,000 in December 2012 to over 25,000 today. Most messages are re-tweeted, some as many as 20 times.

Since 1 September 2013, the new Secretary-General of UNCTAD has also been sharing his observations @UNCTADKituyi.

Flickr is now the leading image repository for all major events. Images are published in real time on the UNCTAD website. Photo galleries have been created for various events, and a dedicated gallery for the Secretary-General has been added.

In 2013, the homepage featured 287 web news items, and provided a brief, real-time informative snapshot of UNCTAD activities, publications, meetings and missions. This is an increase of over 40% from 2012.

Earlier this week we launched our UNCTAD 50th anniversary sub-site on the home page of our web. Over the coming weeks, we will be providing regular updates on events, programmes and documents directly related to the anniversary. Social media will support wide outreach.

The press and media continue to be a key target group of UNCTAD's communication and outreach. Some 5,800 UNCTAD-related press clippings were collected between January and December. This figure represents only part of what was actually published. The search engines currently available to UNCTAD capture only a portion of references to UNCTAD in the world

media – estimates suggest as little as 20 per cent. Missing, in particular, is material generated in less widely used languages. The collection of more detailed data on international media coverage remains a budgetary issue, as UNCTAD is currently only able to afford basic search engines.

In 2013, UNCTAD was also featured in international radio and television reporting and a number of TV channels produced features on selected areas of our work. UNCTAD places emphasis on nurturing its professional connections with more than 200 Geneva-based international media representatives accredited to the United Nations. UNCTAD provides twice-weekly updates and forecasts on its activities, events and launches at United Nations Information Service press briefings. As a non-field-based organization, UNCTAD actively retains links with journalists in media hubs and continues to expand its relations with other field-based United Nations organizations. It coordinates closely with the Information Service on the United Nations-wide calendar for media outreach to ensure maximum media attention both in Geneva and in the field.

In 2013, 50 press releases, 8 information notes and 16 media alerts were sent electronically to over 1,400 journalists and UN Information Centres worldwide. These are also routinely shared with member States and civil society, and are published on the web.

As part of UNCTAD's communications and outreach, the harmonization of the new graphic identity continued throughout 2013. You may have noticed this from our publications and information material. We have also developed a dedicated logo to mark the 50<sup>th</sup> anniversary throughout 2014 (logo to be shown on the screen). It will feature on UNCTAD's communications' products as well as highlight events and materials dedicated to the anniversary.

The communication strategy also emphasizes the need to better involve civil society, particularly from the South, in UNCTAD activities. In 2013, we organized another successful Public Symposium. Throughout the year, Civil Society Outreaches are kept updated on UNCTAD activities through bi-monthly e-alerts, the civil society web portal and regular consultations. The positive trend of CSO organizations applying for observer status with UNCTAD continues. Currently some 40 requests are being processed.

UNCTAD's Virtual Institute continues to enhance its outreach to universities and research institutions. The institutional and individual registration has risen from 5 in 2004 to over 3700 users in 2013.

Beyond its engagement with specific groups, UNCTAD also reaches out to the wider public. Over the period concerned, over 1600 students and academic visitors from all over the world benefitted from information sessions. The half-day lectures are organized on substantive areas of our work and presented by staff members across all Divisions.

Last year you encouraged us to continue efforts for a closer cooperation between the secretariat and member States, through their permanent missions in Geneva (paragraph 2).

The Secretariat continued providing information on key human resources indicators, including UNCTAD's staffing situation, progress in improving geographical and gender balance, information on the representation of member States and statistics on the applications received for UNCTAD posts. A compendium of UNCTAD vacancies at the professional level were communicated by e-mail on a monthly basis until August 2013 and have since then been migrated to the Delegates Portal.

In addition to official notifications of meetings, publications and other activities of UNCTAD, the secretariat organized an induction course for delegates, and introduced the new UNCTAD Guide for Incoming Delegates intended as a complement for the course while also serving as a handy reference for delegates during their work in UNCTAD. The Organization also held various briefings about its intergovernmental meetings.

As the Delegates' Portal becomes a more widely used reference and communications tool, we will revisit our current communication practices with permanent missions to reduce duplications and strengthen efficient and user-friendly communications channels. A number of you have

already tried our latest enhancement - the online registration option, which was tested for this meeting. We appreciate any suggestions you may have to further facilitate your work with UNCTAD.

Distinguished delegates,

Since his appointment, Secretary-General Kituyi has been attaching particular importance to nurturing communication as part of his own and the organization's daily business.

Towards this end, and to supplement established communications channels, the Secretary-General took the initiative to engage in informal, open and personal exchanges with key constituents.

As regards the dialogue with member States and the Geneva-based delegates, regular meetings with Permanent Representatives of the different regional groups and individual countries were held in an informal, small group setting. In order to facilitate open and informal communications channels and to respond more effectively to ad-hoc, substantive briefing requests from New York-based delegations on UNCTAD's work, the secretariat upgraded the video conferencing equipment in the New York liaison office.

Another example of engaging in an informal, open-ended exchange with key UNCTAD constituencies was the First Geneva Dialogue on the post-2015 Sustainable Development Agenda, held in November last year. It was intended to harness the collective expertise here in Geneva, to better appreciate mutual interests and to ripen the policy dialogue. Discussants included member States, UN and international sister organizations, the private sector, academia and civil society. Two more sessions are already scheduled for 2014 - the second on 4 April and the third in the week of 16 - 19 June.

In a first meeting with civil society organizations, the Secretary-General confirmed his keen interest in a continued and active debate, both bilateral and in the 2014 Public Symposium.

Of immediate interest to the incoming Secretary-General was the engagement with UNCTAD staff. Towards this end, he initiated a number of informal mechanisms to foster an open and personal exchange of views, where staff, either on a one-on-one basis or in small groups has the opportunity to launch ideas and provide candid feedback.

This is just the beginning and we continue to actively explore ways and means to build on these initiatives to strengthen the engagement and to keep dialogue and ideas flowing within the house.

Distinguished Delegates,

Let me now turn to the implementation of the Publications Policy. Following the TDB decision made at the fifty-sixth annual session (2009) the secretariat prepares annual updates on the implementation of the publications policy to be reported to the Working Party.

In accordance with the Accra Accord and as reaffirmed in the Doha Mandate, UNCTAD has continued streamlining its publications programme, focusing on the relevance and quality of its publications. The 225 publications in the 2008–2009 biennium, 200 in the 2010–2011 biennium and 183 publications in the 2012–2013 biennium illustrate the trend in publications output (179 publications are projected for 2014–2015 biennium).

UNCTAD's research and analysis continued concentrating on the main challenges faced by developing countries, suggesting practical solutions and policy options.

The following major reports were issued in 2013: the Trade and Development Report; the Economic Development in Africa Report; the Least Developed Countries Report; the World Investment Report; the Information Economy Report and the Review of Maritime Transport.

Multiple quality-control procedures are an important tool in the production of publications. Every publication and document was subject to a process of policy clearance to ensure policy coherence and to monitor quality. The secretariat also made extensive use of peer reviews before releasing its major publications. The publications committee that I chair meets at least once a



month to discuss on-going work and ensure synergies. The Committee continues its mandated work to identify ways to get the most mileage out of our publications. It is also proving a useful tool for cross-divisional dialogue and coherence of messages.

UNCTAD has actively pursued co-publishing as a means of expanding the dissemination of its publications and reaching new audiences. There were good examples of producing joint products in cooperation with governmental agencies and international organizations (German Agency for International Cooperation, WTO, OECD, UNESCO, UNDP, ILO).

The secretariat continues its efforts to strike a proper balance between traditional paper-copy dissemination and dissemination based on Information and Communication Technologies (ICTs). As confirmed by the recent survey of UNCTAD publications the demand for paper publications, particularly in some developing countries where Internet access is limited, remains considerable. At the same time, ICTs are playing a growing role in delivering analytical and research output to our beneficiaries.

The UNCTAD website remains an important vehicle for the dissemination of publications. Greater use of CD-ROM and flash memory technology is another trend. UNCTAD also uses the Virtual Institute and World Investment Network to disseminate its analytical products. The Virtual Institute's full text-searchable online library is boosting online dissemination. All investment- and enterprise-related products, publications and news are disseminated through the World Investment Network, a global community of over 10,000 investment and enterprise stakeholders.

As part of the dissemination strategy, UNCTAD organized 107 press conferences worldwide to launch 15 reports and publications during the reporting period. While translation of publications remains an important tool for the dissemination of UNCTAD research and analytical materials, the limited number of publications translated and lengthy translation times continue to be an issue, owing primarily, to the limited resources of the translation services of the United Nations Office at Geneva. The UNCTAD secretariat works closely with Conference Services to ensure that the translation of publications, especially flagship reports, is made within a reasonable time.

This issue was discussed again by the UNCTAD Secretary-General at a meeting with the Under Secretary-General for Conference Services recently.

In parallel, the secretariat is taking steps to widen the range of materials translated. One of such measures is the implementation of the management decision to reduce the length of publications to 100 pages. The shorter length of a publication, without jeopardizing its quality, makes the production, including the translation, more manageable reduces the time frame, saves resources at every stage of the process and helps outreach.

This is an opportunity to inform the delegates that the secretariat's efforts to improve the timely preparation of meeting documents are bringing results: for the fifth consecutive year over 90 per cent of pre-session documents were submitted for translation on time. 2013 marked a 100 per cent submission compliance. Unfortunately, due to delays in translation not all these documents, though prepared in a timely manner, reached member States in all languages on time. This matter also remains on the agenda of our consultations with UNOG Conference Services partners.

Let me briefly turn to the report on the readership survey of main publications of UNCTAD in 2013.

UNCTAD's publications policy provides that the Working Party review the results of a survey of publications issued during the previous year. This is our sixth systematic survey. For the 2013 survey, eight publications were selected for general survey and six, for an in-depth survey.

The Readership Survey was launched online on 13 December 2013 and conducted until 9 February 2014. The relevant notifications were sent to member States and accredited non-governmental and international organizations (subsequently two reminders were issued). The link was also sent through the Virtual Institute to its partners. A specific highlight box was posted on the UNCTAD home page. The survey will remain available for readers to respond to questionnaires after the 9 February deadline, thus allowing UNCTAD divisions to continue to obtain feedback on their publications.

The survey received 192 responses (42 to the general survey and 150 to the in-depth survey). It should be noted that even though the survey was conducted for a period of more than eight weeks, compared with four weeks a year ago, the total level of respondents was only slightly higher than that of the previous survey (184). Responses were received from various groups of readers – international organizations, non-governmental organizations, and private and public enterprises, and the majority of respondents (38 per cent) were from academic and research institutions. Approximately 20 per cent of responses came from respondents affiliated with governments – which is at the same level as the last two surveys – but much lower than the survey of three years ago (34 per cent). As shown by the in-depth survey, publications are used for different purposes: analyses and research (prevailing), education and training, and policy formulation.

Regarding the assessment of UNCTAD's 2013 publications, the results may be considered as generally positive. The average overall assessment for the publications included in the general survey was 4.1 out of 5 and for those included in the in-depth survey, 3.9 out of 5. It should be noted however that with respect to some publications with a small number of responses the results of the survey are not very representative. Details of the surveys will be carefully examined by the author divisions and taken into account in the preparation of future publications.

The relatively low response rate for many publications requires analysis, including methodology of the survey and its dissemination. The secretariat will continue to examine ways of receiving a broader range of responses to obtain a more representative assessment of its work in this area. The positive experience with a high number of responses to the Review of Maritime Transport will be examined.

Allow me to take the opportunity to encourage governments and policymakers in member States, to participate more actively in the surveys' exercise.

The secretariat has also prepared the list of UNCTAD publications in 2012–2013 and the provisional list of UNCTAD publications for 2014–2015, based on the approved programme of work.

Ladies and Gentlemen,

We fully recognize that effective communication and outreach plays a crucial role in the delivery of UNCTAD's mandate. In this context, the UNCTAD secretariat remains committed to the implementation of our communications and publications strategy and will continue to strive for further improvements. I would like to thank you for your support and feedback, and look forward to your deliberations.

As we implement the communications strategy, we will continue providing our audiences with targeted information products and services, and we welcome the ongoing dialogue and feedback, both positive and critical, on our work.

**I would now like to turn to the UNCTAD's fundraising strategy, which you will be considering under agenda item 4.**

As part of the ongoing efforts to strengthen UNCTAD management and administration the secretariat has circulated a non-paper included in a document dated 19 March 2013 entitled "UNCTAD fundraising strategy for technical cooperation activities".

The document provides information about the current situation and existing mechanisms of UNCTAD relations with donors and proposes actions that could be undertaken to improve UNCTAD's capacity to fundraise for its technical cooperation activities.

At its 60th session held in September 2013, the Trade and Development Board "takes note of the draft UNCTAD fundraising strategy for technical cooperation, recognizes its importance and looks forward to its further consideration and improvement in a formal setting to ensure that fundraising efforts lead to the necessary levels of resources to meet the increasing demand for technical cooperation". At its 66th session held in December 2013, the Working Party in its agreed conclusions "takes notes of the draft UNCTAD fundraising strategy, recognizes its

importance and looks forward to its further consideration at the next session of the Working Party".

Discussions at this session of the WP should provide the opportunity for a constructive deliberation with a view to allow the secretariat to finalize the Strategy.

Let me briefly introduce the document circulated in March 2013 which is the basis for this discussion.

The document, grounded on the secretariat's practical experience, indicates principles and objectives for UNCTAD fund raising and aims at providing the basis for the development of a consistent, coherent and efficient fund raising strategy. The main objectives as spelled out in the document are as follows: ensure efficiency in the management and delivery of technical cooperation; strengthen support from traditional donors; broaden donor base; improve awareness and outreach; and strengthened inter-agency cooperation for joint fund raising through UN system wide coherence.

Section I provides an overview of the funding sources for UNCTAD technical cooperation over the period 2007-2012. An overview of 2013 main figures is being distributed in the room. Bilateral funds (ie voluntary contributions) are the major source of funding accounting for over 90% of total funding sources over the period 2007-2012. They are followed by the UN regular programme on technical cooperation and the Development Account which account for about 6 % of funding over the same period of time. One UN Funds and other multi-donor trust funds are supporting since 2009 joint operations at the country level and account for about 2%.

Section II of the document provides the framework for the design and delivery of UNCTAD's technical cooperation. Since 2003, this framework has been continuously improved in conformity with the guiding principles included in the technical cooperation strategy adopted by the Trade and Development Board in October 2003. A number of actions have been taken to ensure focus on long-term initiatives with sustainable capacity development paying particular attention to ensure synergies between the 3 pillars of UNCTAD work. Particular emphasis has

been put also on ensuring that operations are demand-driven and respond to specific needs and requests from beneficiaries. In addition, the secretariat has continued to give priority to activities in favour of LDCs and countries with particular needs and weaknesses. Also particular efforts have been placed in increasing cooperation with other international organizations as demonstrated by the excellent results achieved through the work carried out within the inter-agency Cluster on Trade and Productive Capacity coordinated by UNCTAD. Regarding the general framework governing the delivery of technical cooperation programmes, the secretariat has made particular efforts to reduce the fragmentation of UNCTAD technical cooperation and to ensure a more coherent and integrated structure for UNCTAD technical cooperation. The secretariat has been reporting annually in this regard to the TDB on improved arrangements put in place to achieve greater efficiency and results. This includes the establishment of the 17 thematic clusters which aims at consolidating under thematic trust funds UNCTAD's technical cooperation activities and thereby contributing to prioritization and more efficient and transparent fund raising.

In 2012, TDB decision 515(LIX) on technical cooperation emphasized the importance of results-based management in the delivery of technical assistance, including the utilization of standard United Nations performance indicators that measure impact during planning, implementation, monitoring and evaluation. Guidelines for the implementation of results-based management regarding technical cooperation projects have been prepared by the Secretariat and constitute a useful tool to all project managers in the design and implementation of operational activities. Training initiatives for project managers have been undertaken since 2012 in view of improving their knowledge and skills on results-based management methodologies, in particular regarding their application to UNCTAD technical cooperation.

As part of efforts to increase transparency and efficiency, the secretariat has been circulating since 2009 a compilation of formal requests received for UNCTAD assistance. The list is a useful tool to identifying in a transparent manner needs and priorities of beneficiaries and should help guide donors in their decisions to allocate contributions as recommended in paragraph 8 of TDB decision 515 of September 2012.

Despite the above mentioned efforts there is room for improving the way fund raising is carried out. In this regards, Box 1 on page 11 of the document, provides the basic information on how fund raising is carried out at UNCTAD today.

The way ahead and the main goals and actions recommended, as part of the organization's fund raising strategy, are spelt out under section III of the document. Recommendations are made with a view to implement the main goals of the strategy which as mentioned above include: strengthening support from traditional donors; broadening the donor base; raising awareness through improved advocacy and outreach; and mobilizing resources through inter-agency cooperation in the context of the UN system-wide coherence.

Improving the capacity of UNCTAD to attract donor resources for the financing of its technical cooperation requires joint efforts from the secretariat, donors and beneficiaries. The document contains nine recommendations addressed to all three actors.

One of the proposed actions regards the establishment of an annual work plan for technical cooperation which would reflect the work plans of the various substantive divisions and identify inter-divisional activities. The plan should be based on mandated activities and specific requests received from member States. The plan should provide information on delivery status based on the availability of funds and identify financial gaps. From the secretariat's perspective, we think that such an annual plan could be a useful fund raising tool in so far as there is a commitment by donors and beneficiaries to use this plan as a road map when allocating voluntary resources to UNCTAD and when requesting UNCTAD assistance.

The document also suggests ways to strengthen the design and monitoring of projects, by continuing with the systematic introduction of results-based management methodology. The consolidation process should also continue, the number of thematic clusters should be reduced further, and contributions from donors should prioritise multi-donor, multi-year trust funds, with minimum earmarking, with a view to increase coherence and predictability of resources.

The narrative reporting to donors, that is under the responsibility of each substantive division, should be improved and be more analytical and results oriented. Communication tools to reach out to donors should also be improved. The secretariat should increase its efforts to deliver clear messages on the quality and impact of Technical Cooperation services provided by the organization.

Management of fundraising activities should be balanced between a centralized coordination approach by the Technical Cooperation Service in close consultations with divisions through the Project Review Committee and under the overall guidance of the Office of the Secretary General. Both approaches are fundamental to a successful fundraising strategy.

The secretariat looks forward to a focused discussion and guidance from member States with a view to improve and finalize the content of UNCTAD's fund raising strategy.