



United Nations Conference on Trade and Development

Distr.: General
15 June 2012

Original: English

Trade and Development Board

Working Party on the Strategic Framework and the Programme Budget

Sixty-first session

Geneva, 25–29 June 2012

Item 3 of the provisional agenda

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

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

* This document was submitted on the above-mentioned date as a result of the need to reflect material relating to UNCTAD XIII.

Introduction

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

2. As reflected in the communications strategy of 2009, all staff of UNCTAD have a communication responsibility. Communication, information and outreach activities are shared across all divisions and units. The Communications, Information and Outreach (CIO) section takes the lead in coordinating and spearheading outreach to – among others – the press and media, civil society, international organizations, and the wider public. The Intergovernmental Support Service acts as the prime interface with member States. The divisions reinforce these activities through targeted outreach to audiences within their respective areas of work, that is to say, to policymakers, the private sector and academia. The Technical Cooperation Service coordinates communication with donors, institutional partners, and the United Nations Inter-Agency Cluster on Trade and Productive Capacity. The Communications Editorial Board and the Publications Committee are at the centre of internal coordination and planning. The communications strategy and publications policy have guided the strengthening of communication and outreach efforts, under the responsibility of the Deputy Secretary-General. This report provides an overview of activities undertaken from February 2011 to April 2012.

I. Communications and outreach

A. Major developments 2011–2012

3. The focus of activities undertaken during the reporting period included UNCTAD's contribution to the Fourth United Nations Conference on the Least Developed Countries (LDC-IV) (May 2011); the upgrading of UNCTAD's online presence, in particular the implementation of the new website (March 2012) and the use of social media; the formulation, adoption and implementation of UNCTAD's new branding policy (September 2011); and the implementation of a targeted communications plan in support of the thirteenth quadrennial Conference, UNCTAD XIII (April 2012). Particular emphasis was placed on web-based dissemination of information. To support this, a dedicated website, www.unctadxiii.org, was developed.

4. The Communications Editorial Board, instituted by the Deputy Secretary-General in 2010, continued to meet regularly to discuss the Organization's communications priorities, to share information, and to coordinate outreach. This included the planning of press campaigns, forecasting of web content, and implementation of the new website. The Communications Editorial Board brings together designated communications focal points from all of UNCTAD's divisions and main units. The meetings are chaired by CIO, and are minuted for follow-up.

5. Special efforts continue with the aim of harmonizing UNCTAD's communications approach. Following the appointment of two new directors in 2011, CIO was called upon to support the divisional staff in adopting a more effective communications culture. Further efforts were made to upgrade communications skills within UNCTAD in 2011, and guest speakers from the United Nations Information Service (UNIS) at Geneva and from the World Economic Forum shared experiences with UNCTAD staff on the use of social media.

B. Branding

6. In response to the communications strategy, UNCTAD developed – within the wider context of the United Nations – organizational branding, including a mission statement, a motto, and the identification of core global messages. This aims at reflecting UNCTAD's *raison d'être* and the interrelated nature of its work in the areas of trade, investment, finance, technology, and sustainable development. The work was largely undertaken within the house and from existing resources. Following UNCTAD XIII, key messages are being revisited to reflect the outcomes as negotiated in the Doha Mandate. The branding policy has been shared house-wide on the UNCTAD intranet site.

7. An inclusive consultation process that took place in 2011 led to the adoption of a new branding policy, which includes consistent visual imaging: a design and colour scheme for all UNCTAD communications materials and publications. A number of the 2011 reports were already presented using the new identity. Since then, UNCTAD has continued to harmonize its print and online products accordingly. This includes material on the new website, press kits, letterheads, and the full range of documents, signs and banners. The UNCTAD XIII visual presentation followed the new branding policy and underpinned a uniform image for UNCTAD.

Box 1. Graphic identity

(a) The new graphic identity symbolizes movement and development. The three ascending shapes suggest progress and the future. They embody the three main pillars of UNCTAD's work: research and analysis, consensus-building, and technical cooperation, also encapsulated in the straightforward phrase: Think–Debate–Deliver.

(b) Where the forms intersect, they create new forms, illustrating the way in which the issues handled by UNCTAD are interrelated. At the same time, each of the three forms is autonomous.

Regarding colours, the choice of blue reflects our key brand – the wider United Nations family to which UNCTAD belongs. Bronze was chosen as the principal UNCTAD colour to create immediate and clear visibility by differentiating the organization from the usual colours used by various United Nations bodies. The colour is elegant but not flashy... It matches the chosen blue; it also evokes earthiness, tying into the idea of sustainable development.

8. As part of the branding process, "Prosperity for All" emerged as a tagline. The tagline and key messages were the result of consultations among staff and with external target audiences. The tagline was identified from a caucus organized by CIO, which yielded over 50 suggestions.

C. The UNCTAD website

9. In 2011, UNCTAD focused on implementation of the first phase of a major website overhaul; work is ongoing to consolidate the specialized sub-websites built over the years to serve the needs of UNCTAD's various units and programmes. The process has entailed a profound revision of the structure and layout of the site, based on an analysis of users' needs and of the institution's outreach objectives.

10. UNCTAD launched its new website on 15 March 2012. The site, available at www.unctad.org, is based on internal and external consultations, which included a cross-section of target audiences. It is a dynamic site with a modern look. Work is ongoing to ensure a better organization of content and improved search facilities.

11. Since the launch of the new site, the testing and refining of content and technical features – within existing resources – has been a priority. Feedback is crucial in this process. UNCTAD has set up a system to receive and address user comments in a systematic manner. However, as feedback is dealt with by the same staff who both maintain the website and are responsible for ensuring timely updates, and for undertaking special projects such as UNCTAD XIII, there is limited capacity to respond to feedback in real time.

12. Powered by the SharePoint 2010 content management system, the new website, for the first time, consolidates UNCTAD knowledge in an easily searchable central repository. Adopting the new UNCTAD graphic identity, the website unifies the Organization's online presence, promoting the One UNCTAD concept.

13. Crucially for further improvements, the new platform provides an opportunity to follow usage metrics systematically. UNCTAD can now comprehensively track information such as page views and document downloads. This will provide staff with first-hand information about the outreach of their work. A first assessment based on systematic data collection can be provided in next year's report.

14. Based on the SharePoint 2010 content management system, workflows are under development to automate in-house processes for a range of activities, including an automated publications process.

15. The next phase of website development includes the consolidation and updating of thematic and project-specific web pages, both from a technical and a content point of view. This will be undertaken in close cooperation with divisions and services, but progress will be dependent upon the human resources available to support this work.

16. **UNCTAD XIII website:** In parallel to launching the new UNCTAD website, UNCTAD developed a dedicated UNCTAD XIII website to provide timely, state-of-the-art information and background documentation for the Conference. The UNCTAD XIII website received more than 150,000 page views in April 2012 alone.

D. Targeted information products

17. In addition to recurrent and non-recurrent publications, UNCTAD issues a number of communications and outreach products, specifically designed to respond to the requirements of target audiences. Relevant, timely, tailor-made information is provided in the appropriate language and format. These are disseminated either electronically or as hard copy. Promotional materials help to showcase UNCTAD's work at conferences, events, seminars, and during missions. The following is an overview:

- (a) **E-alerts:** “At-a-glance” electronic documents designed to inform key stakeholders in a timely manner of publications, events, findings, recommendations and news; these are variously aimed at journalists, the private sector, academia, civil society organizations and parliamentarians;
- (b) **Policy briefs:** Position papers designed to keep governments, civil society organizations, think tanks and academic institutions abreast of UNCTAD’s research, analysis, and policy ideas. During the reporting period (i.e. February 2011 to April 2012), 19 policy briefs were issued;
- (c) **Issues in Brief:** Short, concise descriptions of UNCTAD technical cooperation activities, with examples of direct, positive impacts on people’s lives. Eight “Issues in Brief” have now been published;
- (d) **Newsletters:** Regular updates on specific activities for target audiences. Newsletters are distributed electronically and, if required, in print. The quarterly Transport Newsletter has over 3,000 subscribers, and the Creative Industries Newsletter has some 2,000;
- (e) **Global Investment Trends Monitor:** A periodic assessment of developments in foreign direct investment (FDI);
- (f) **Investment Policy Monitor:** Information on national and international policy responses by home and host countries;
- (g) **IIA Newsflash:** A timely information tool for negotiators of international investment agreements (IIAs);
- (h) **Guides and booklets:** Instructional or guidance tools, including, in 2011, updates on the guide on technical cooperation, and on the activities of the United Nations Inter-Agency Cluster on Trade and Productive Capacity;
- (i) **Leaflets:** Handouts on UNCTAD projects or programmes, including on the Organization’s Port Training Programme for its French- and Spanish-speaking network, and an update on Sustainable Tourism for Development in French, Portuguese and Spanish;
- (j) **UNCTAD This Week** (via mailing list and website): A schedule providing delegates and UNCTAD staff with information and web links pertaining to the Organization’s meetings, events, recent publications, and news;
- (k) **Press releases and information notes:** Directed at the media, these are also shared with member States and civil society, and are published on the web. Ninety press releases, including 30 on UNCTAD XIII, were sent electronically to over 2,000 selected journalists worldwide. In addition, 48 information notes were published;
- (l) **Media alerts:** These are very short texts on flagship publications, events and meetings, and contain links to press material and substantive documents. The number of media alerts has increased to 38;
- (m) **Web news items:** Brief, real-time informative updates of UNCTAD activities, publications, meetings and missions. Enhanced use is made of images;
- (n) **Web portals and specialized websites:** UNCTAD’s Technical Cooperation project portal provides regular updates. The TrainForTrade training platform supports participants with training materials, chat rooms, forums, tests, evaluations and opinion questionnaires, including a library of multimedia teaching resources and filmed presentations;
- (o) **Social media:** In 2011, UNCTAD recorded enhanced social media presence and impact, including through Twitter, Flickr and YouTube;

- (i) On Twitter, UNCTAD disseminates existing information on UNCTAD news items, publications, meetings and videos. This is then routinely relayed by other Twitter users, including United Nations bodies, civil society and academia, and draws attention to UNCTAD's work. The number of "followers" of UNCTAD's Twitter account has grown from 300 early in 2011, to more than 7,000. A number of international organizations, including the International Trade Centre and the World Trade Organization (WTO), routinely re-tweet UNCTAD news;
- (ii) Flickr is now the leading image repository for all major events. Images are published in real time on UNCTAD's website;
- (iii) YouTube houses all UNCTAD videos. This approach makes viewing and sharing easier, and standardizes UNCTAD's online video presence. UNCTAD continues to produce, where appropriate and resources permit, short video clips to promote UNCTAD events. It also shows interviews with high-profile speakers;
- (p) **CD-ROMs and USB keys:** To respond to the increasingly frequent practice of paperless conferences, UNCTAD disseminates tailor-made documentation on CD-ROMs, or, as at UNCTAD XIII, on USB keys;
- (q) **Official correspondence:** Whether in electronic format or as hard copy, this is an important channel of information-sharing, particularly for delegates, on events, meeting agendas, documents and publications.

E. Targeting key audiences

1. Policymakers

18. Policymakers are defined in the communications strategy as UNCTAD's principal target group. This includes a wide range of government officials, including delegates and parliamentarians.

19. UNCTAD's publications are primarily aimed at policymakers. Effective dissemination constitutes a major share of the secretariat's communications and outreach efforts. The communications strategy also recommends that policymakers be targeted directly through meetings with UNCTAD officials, through interaction at high-level sessions, by engaging parliamentarians, and through briefings and joint activities with the Inter-Parliamentary Union.

20. High-level meetings between the UNCTAD Secretary-General, the Deputy Secretary-General and senior policymakers are an effective vehicle for promoting UNCTAD's policy work and technical assistance. During the reporting period, the Secretary-General met with a large number of policymakers, in particular prior to and during UNCTAD XIII.

21. Emphasis has been placed on presentations of flagship reports and of other research findings to delegations. To illustrate, the *Trade and Development Report 2011* was presented to delegations in Geneva in the context of the Trade and Development Board meeting held in September 2011, and in New York at a briefing at United Nations Headquarters in October 2011. Research results and policy recommendations of UNCTAD on globalization, macroeconomic policies and development strategies were presented in the context of Economic and Social Council (ECOSOC) meetings; at the Special High-level Meeting of the Economic and Social Council with the Bretton Woods institutions and the World Trade Organization in New York in March 2012. The report entitled "External debt sustainability and development" was presented to and discussed at the sixty-sixth session of the General Assembly in October 2011.

22. UNCTAD participation at Group of 20 (G-20) meetings has been a major channel for reaching policymakers since 2009. Several papers were published on the UNCTAD website as UNCTAD's technical contributions to the G-20 processes (e.g. on capital flows, global imbalances, and the financialization of commodity markets).

23. Another initiative that focused on policymakers was the panel discussion entitled "Thinking development: Three decades of the Trade and Development Report", which was held in February 2012 as an UNCTAD XIII pre-Conference event. The webcasted debate was part of a wider initiative that included the publication *Trade and Development Report 1981–2011: Three Decades of Thinking Development*, which was launched at UNCTAD XIII in Doha. The entire archive of the *Trade and Development Report* was digitized, with the support of the Digitization and Microform Unit of the Library of the United Nations Office at Geneva; the complete series is now available on the UNCTAD website (previously, only editions back to 1996 were digitized). A new UNCTAD blog entitled "Thinking development: Commentary on ideas, events and policies in the global economy" was launched through the UNCTAD Virtual Institute and the Global Network of Think Tanks.

24. Based on the *Least Developed Countries Report 2010*, which served as a background document for policy discussions in support of LDC-IV, UNCTAD engaged with policymakers at the Special High-level Meeting of ECOSOC with the Bretton Woods Institutions, the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee Network on Poverty Reduction, the European Parliament, the sixth ordinary session of the African Union Conference of Ministers of Trade, the Development Committee of the European Parliament, and the Secretariat of the African, Caribbean and Pacific Group of States. Regional workshops in Nepal for Asian LDCs (March 2011), and in Ethiopia for African LDCs and Haiti (April 2011), provided an opportunity to showcase UNCTAD's research and policy analysis.

25. The *Information Economy Report 2011* was presented at special policy events dealing with information and communications technology (ICT) in Bonn, Dhaka, Geneva, the Hague, and Washington, D.C. The presentation of the report at various academic and policy-oriented conferences provided an opportunity for networking between UNCTAD and the wide community of ICT experts, and allowed for international policy dialogue related to ICT for development (ICT4D) as well as the creation of a bridge between the ICT4D and private sector development (PSD) communities.

26. Training courses provided by UNCTAD staff on key international economic issues, in line with paragraph 166 of the UNCTAD X Plan of Action, as well as numerous seminars, often organized jointly by UNCTAD and national institutions, continued to be an important vehicle for UNCTAD to disseminate its research and analysis results and policy recommendations. For example, in 2011, three regional training courses, with a total of 45 participants, were organized in (a) Medellín (Colombia), for the Latin America and Caribbean region; (b) Lusaka (Zambia), for the Africa region, hosted by the Common Market for Eastern and Southern Africa; and (c) Singapore, for the Asia-Pacific region. Additionally, six short courses on topical international economic issues were organized in 2011, namely (a) Governance, development and LDCs; (b) Industrial policy and productive integration; (c) Sovereign debt and debt crises; (d) Reform of the international financial architecture; (e) General state of food security and agricultural commodity markets in developing countries; and (f) Science, technology and innovation for development: key policy issues.

2. Media

27. During the reporting period, UNCTAD's media exposure has increased. This applies both to enhanced reporting of UNCTAD's substantive work and to media coverage of

UNCTAD XIII. Some 9,000 UNCTAD-related press clippings were collected from January 2011 to the end of April 2012. Approximately 1,300 of these related to UNCTAD XIII; this figure represents only part of what was actually published. The search engines currently available to UNCTAD capture only a limited number of the actual references to UNCTAD in the world media; estimates suggest as little as 20 per cent. Missing, in particular, is material generated in less-used languages. CIO provides a daily press monitor on UNCTAD's intranet site. During the reporting period, UNCTAD also featured in international radio and television reporting. In the absence of a monitoring tool, UNCTAD is dependent upon feedback from media partners, staff, and UNIS country offices to capture information for its records.

28. UNCTAD's work is regularly reported in the media catering to the public at large, including on the front pages of prestigious newspapers and on the homepages of some internet access providers. In-depth coverage of UNCTAD's policy and analysis work regularly features in specialized publications.

29. UNCTAD placed emphasis on nurturing continued relationships with the 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 to the press briefings organized by the United Nations Department of Public Information (DPI). Journalists continue to commend UNCTAD on the services and timely information provided. In addition to the organization of UNCTAD press conferences, they also value the opportunity for informal exchanges with the UNCTAD Secretary-General on the occasion of major events. As a non-field-based organization, UNCTAD also actively retains links with journalists in major media hubs such as London, Paris, Bangkok, Dakar, Johannesburg and Addis Ababa. UNCTAD continued to expand its relations with other field-based United Nations organizations, inter alia through the United Nations Communication for Development network. UNCTAD coordinates closely with DPI on the United Nations-wide calendar for media outreach to ensure maximum media attention both in Geneva and in the field.

30. From February 2011 to April 2012, UNCTAD issued 90 press releases, 30 of which dealt with UNCTAD XIII, and 43 information notes, five of which related to UNCTAD XIII. These were sent electronically to a continuously updated database of journalists worldwide. UNCTAD also shares press products electronically with member States and civil society, as well as publishing them on its website in real time.

31. As part of maintaining ongoing relationships with the press, UNCTAD issued an increasing number of media alerts, which are at-a-glance electronic documents designed to provide information to journalists in a timely manner, and links to relevant press materials and substantive documents. During the reporting period, 38 were released. This product was developed at the request of the media to respond to the changes affecting the way in which the news media works. The rapid emergence of online information services accelerates the production cycle: today, journalists are continuously overloaded with real-time information, and they have a readership that has greater access to information sources. Moreover, journalists are faced with diminishing print space available for in-depth analysis. Greater emphasis is placed on breaking news and on the latest facts and figures.

32. Efforts continued to reduce dissemination costs where possible. UNCTAD reviewed the demand for hard copies, particularly for flagship launches. All reports can be downloaded free of charge from the UNCTAD website. The media is provided with password-protected advance access – under embargo – to allow adequate preparation time for timely reporting.

33. UNCTAD collaborated with other United Nations organizations, funds and programmes to support publication launches and to expand media outreach. UNCTAD

assisted the Department of Economic and Social Affairs (DESA) with the Geneva launch of the 2011 and 2012 World Economic Situation and Prospects reports. UNCTAD also coordinated the Geneva launches of the 2011 and 2012 annual reports of the Economic and Social Commission for Asia and the Pacific.

3. Civil society

34. The communications strategy emphasizes the need to increasingly involve civil society in UNCTAD activities by enhanced participation in meetings and seminars, and by exchanging information electronically. The strategy attaches particular importance to engaging civil society from the South, and advocates the creation of partnerships to foster dialogue around UNCTAD's key messages. In the reporting period, UNCTAD's outreach to civil society organizations (CSOs) focused on the Third Public Symposium, the LDC-IV debate and UNCTAD XIII. :

35. UNCTAD reached out to civil society through:

(a) **CSO e-alerts:** Short texts highlighting UNCTAD's latest news, findings and publications, and providing information on events of interest to civil society;

(b) **Ad hoc electronic mailings:** Sent to selected CSOs for specific communication whenever the need arises. The CSO contacts database was enlarged by 40 per cent from 2010 to 2011;

(c) **A dedicated section of the recently launched UNCTAD website entirely devoted to specific resources for civil society:** A civil society portal was implemented within the UNCTAD XIII website, and a dedicated website for the 2011 UNCTAD Public Symposium was created;

(d) **Direct exchanges:** Briefings and consultations, and facilitation of CSO inputs into UNCTAD's intergovernmental meetings, were arranged;

(e) **The third annual Public Symposium, held in June 2011:** UNCTAD officials, civil society, parliamentarians, academics, member States, the media, the private sector, and other United Nations institutions and international organizations engaged in an open discussion on topical issues identified by civil society from among UNCTAD's work. There were over 250 participants, including 23 funded CSO representatives from Africa, Asia, Latin America and Europe. The outcome was disseminated, as was a brief video featuring interviews with high-level participants. Approximately 20,000 page views were registered on a dedicated Symposium website.

36. Over 90 per cent of the participants surveyed rated the quality of debates as good or excellent. Civil society considers the Symposium to be a well-established practice and would like to see it continued. As the meeting is currently organized from existing resources, a wider reach to include developing-country CSOs is difficult. The enhanced use of ICTs to include CSO views from the South has shown positive results, but it cannot replace the participation of representatives at the Forum itself.

37. UNCTAD continues to seek ways to strengthen its CSO outreach within existing resources. Implementation of some recommendations contained in the communications strategy is subject to availability of resources. In particular, resources are needed to promote further outreach to civil society in the South and to enable expanded multilingual communication.

Box 2. Civil society at UNCTAD XIII

As part of the preparatory process for UNCTAD XIII, informal consultations and exchanges, teleconferences, and a hearing with civil society were organized in 2011–2012. About 500 CSO representatives registered for UNCTAD XIII and received information on the event. In addition to 200 organizations with observer status with UNCTAD, another 130 were accredited for the preparatory process and the Conference.

Financial support from Qatar boosted CSO participation at Doha, enabling 40 civil society representatives to attend UNCTAD XIII.

At the Conference, a Civil Society Forum was held. Over 150 representatives from some 50 organizations worldwide attended UNCTAD XIII and the Forum. These included pro-development groups, trade unions, social movements, business associations, women's groups, and agricultural, environmental and fair trade organizations, who discussed issues of their choice pertaining to the Conference at some 40 plenary sessions and side-events. Panellists included prominent delegates attending UNCTAD XIII, parliamentarians, and officials from UNCTAD and other United Nations agencies. CSO representatives held press conferences and issued several press releases. Articles written by key civil society representatives appeared in major newspapers.

4. Private sector

38. Most aspects of UNCTAD's work have implications for the private sector, and this sector is a direct target of several publications intended to inform business decision-making. For example, the Investment Guides produced by UNCTAD and the International Chamber of Commerce provide firms with up-to-date information on investment opportunities in developing countries. Other examples include the annual *Review of Maritime Transport*, which is regarded as a standard reference among private sector stakeholders, including among representatives of the global shipping industry.

39. UNCTAD's work on the global financial and economic crisis, exchange-rate systems, global economic governance, financial reform, and the financialization of commodity markets has attracted increasing attention from the private sector. UNCTAD economists were invited to speak at private-sector events, for example the fourteenth Euro Finance Week held in November 2011.

40. UNCTAD collaborates closely with the Global Network of Export-Import Banks and Development Finance Institutions. This partnership was showcased at UNCTAD XIII. The network actively participated in UNCTAD expert meetings, including the Expert Meeting on Policy Dialogue: Redefining the Role of the Government in Tomorrow's International Trade (March 2012).

41. Recognizing the growing importance of the services sector, UNCTAD launched the Global Services Forum, in April 2012, in Doha. The inaugural meeting was organized in cooperation with the Talal Abu-Ghazaleh Organization and the Commonwealth Secretariat, and in partnership with the China Association of Trade in Services, the Australian Services Roundtable, the European Services Forum and the Caribbean Network of Service Coalitions. The Forum brought together high-level policymakers, business leaders, and representatives of coalitions and associations of services industries from around the world.

42. UNCTAD has set up innovative partnerships with the fashion industry to strengthen collaboration in support of biodiversity and sustainable use of the environment. Some of this work has been documented in a video clip (*Business and Biodiversity*, United Nations BioTrade 3-minute video, UNTV, available at <http://www.biotrade.org/index.asp>).

43. The partners of UNCTAD's BioTrade Initiative include the Centre for Sustainable Fashion at the London College of Fashion, which promotes a unique award for environmentally sustainable fashion design. UNCTAD is also collaborating with Coknit Connect at the European Institute of Design, Madrid, on a research and experimentation project which aims at using materials in innovative ways and in collaboration with clothing companies such as Zara and Mango.

44. In collaboration with the World Conservation Monitoring Centre of the United Nations Environment Programme, with the Gucci Group, and with other firms in the fashion industry, UNCTAD helped launch the International Working Group on Sustainable Sourcing of Reptile Leathers (July 2011). The multi-stakeholder group has 54 actors, a majority of which, as at December 2011, were from the private sector.

Box 3. Reaching out to several key target audiences: the example of the World Investment Forum 2012

The World Investment Forum (WIF) 2012 was held in Doha on 20–23 April. The Forum attracted over 1,400 participants from 145 countries. Its 15 events featured Heads of State, government ministers and officials, global CEOs, heads of international organizations, investment-treaty negotiators, investment-promotion and location experts, accountancy professionals, sovereign wealth fund executives, academics, and representatives of civil society.

Several steps were taken during the WIF to communicate UNCTAD's research and policy analysis in the fields of investment and enterprise development;

(a) An online campaign was launched on the website, featuring multimedia material and a Twitter feed.

(b) A number of bespoke relationships were established with international broadcast and print media relating to marketing and coverage of the Forum. These included Afrique Magazine, Al Jazeera, Bloomberg, CNBC, the International Herald Tribune, Thomson Reuters, and World Finance.

(c) The existing (and recently enlarged) World Investment Network, which now comprises a database of over 9,000 contacts, was leveraged to communicate UNCTAD's work on investment and enterprise development and to spread information and publicity on the WIF.

The outreach campaign for the Forum also focused on developing high-quality contacts with key investment and enterprise stakeholders. Personalized and sustained communication with high-level public- and private-sector officials helped the Division attract high-profile participants and gain widespread media coverage of the WIF and of the Division's core products.

5. Academia and research institutions

45. Since the beginning of 2011, UNCTAD economists have given some 100 lectures and presentations alone on topics covering the causes of, impacts from, and policy responses to, the global economic and financial crisis. Research seminars attended by high-profile experts on debt issues were organized in February 2011 at Columbia University in New York in partnership with the Initiative for Policy Dialogue, and in March 2012 at the Universidad Autónoma de Madrid.

46. UNCTAD continued to give classes at the World Maritime University and provides a team of three lecturers to the International Institute for the Management of Logistics of the Swiss Federal Institute of Technology at Lausanne, better known as EPFL. The courses include students from both developed and developing countries. In 2012, UNCTAD contributed to the International Postgraduate Course on Research in Marine Environment and Resources organized by a consortium of European universities at the University of the Basque Country in San Sebastián, Spain.

47. UNCTAD studies are strategically dispatched to selected academic and scientific contacts, mostly through electronic channels. Copies of key publications are mailed to hundreds of university libraries in developing countries. UNCTAD's Virtual Institute supports universities and research institutes in developing and transition countries. The rapid growth of the network illustrates its relevance: From five founding members in 2004, the Institute has expanded to 66 university members, 8 think tank members and over 2,600 registered individual users.

48. The videoconferences of the Virtual Institute support the dissemination of the research findings of UNCTAD flagship publications. The analyses of the *Trade and Development Report 2011* were presented to students and policymakers in Brazil, Jordan, Peru and the Russian Federation.

49. A full, text-searchable, online library has been added to the Virtual Institute subsite. The site also contains a library of multimedia teaching resources developed around filmed presentations of UNCTAD research.

6. The wider public

50. UNCTAD organizes presentations for visiting groups of academics, diplomats and government officials. It also participates in the yearly Graduate Study Programme run by the Department of Public Information and in WTO trade policy courses held quarterly. Over the period concerned, 89 groups totalling over 2,400 participants were hosted by UNCTAD. Staff members are regularly called upon to provide an overview of UNCTAD's work and to lead discussions on specific topics. Tailor-made information folders are prepared for every visiting group.

51. Within its resources, UNCTAD also produced audiovisual materials for the general public, including through cooperation, with the Department of Public Information and news channels to showcase projects or the work of the Organization, i.e. an UNCTAD XIII video news release, which was presented on several major networks, including CNN, Al Jazeera and on the United Nations website homepage. The wider public's interest in UNCTAD's work is illustrated by its coverage in the mainstream media, such as the *New York Times* feature on the Ad Hoc Expert Meeting on Climate Change Impacts and Adaptation: A Challenge for Global Ports (September 2011) and in the broadcast of the *BioTrade* video on *CNN World Report* and the *UN in Action*.

52. UNCTAD selectively displayed its work through information stands during intergovernmental meetings and at other major events outside Geneva. Examples include the Fourth United Nations Conference on the Least Developed Countries and the

information stand at UNCTAD XIII. The Organization also explored options to support the concept of paper-smart conferences.

II. Publications

53. In accordance with paragraph 186 of the Accra Accord, UNCTAD continued streamlining its publications programme, with a view to responding to member States' needs in a more focused way and to enhancing quality. Some 225 publications in the 2008–2009 biennium and 184 publications projected for the 2012–2013 biennium illustrate the trend in publications output. At its fifty-seventh session in November 2010, the Working Party approved the programme of work for the biennium 2012–2013, and in so doing, approved the publication output for that biennium. The sixty-first session of the Working Party would review this programme to adjust it to the outcome of UNCTAD XIII.

A. Planning and managing publications

54. In accordance with the publications policy adopted by the Trade and Development Board, UNCTAD has provided ahead-of-the-curve analysis, focusing on the main challenges that developing countries face and providing practical solutions and policy options. The production of major reports was staggered in order to better promote each individual study. Furthermore, each publication was submitted to multiple quality control processes. Every publication and document produced was subject to a process of policy clearance to ensure policy consistency and monitor quality. The secretariat also made extensive use of peer reviews. For example, the *Trade and Development Report 2011*, the *World Investment Report 2011*, the *Technology and Innovation Report 2011*, the *Information Economy Report 2011* and the *Review of Maritime Transport 2011* went through in-depth peer reviews. The peer review exercise enriched the reports, added regional and national perspectives, and helped ensure that the analysis was state-of-the-art.

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

56. UNCTAD has actively pursued co-publishing as a means of expanding the dissemination of its publications and reaching new audiences. For example, the investment guides are an initiative undertaken jointly with the International Chamber of Commerce. In addition, UNCTAD collaborated with the Department of Economic and Social Affairs (DESA) and the regional commissions to produce *World Economic Situation and Prospects 2012*. On trade-related issues, UNCTAD participated in *The Millennium Development Goals Report 2011*, a joint United Nations publication led by DESA. Another example is *World Tariff Profiles 2011*, a joint publication of WTO, the International Trade Centre, UNCTAD and WTO. The study *Price Formation in Financialized Commodity Markets: The Role of Information*, was co-published with Arbeiterkammer Wien. UNCTAD contributed to a number of publications on trade logistics issued by relevant organizations, for instance, the *International Handbook of Maritime Economics*. The *ICT Policy Review of Egypt* was partly funded by the United Nations Development Programme and Egypt's Ministry of Communications and Information Technology. *Maritime Transport and the Climate Change Challenge*, edited by UNCTAD, was co-published by the United Nations in May 2012 with Earthscan (Routledge).

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

57. UNCTAD's research and analysis throughout 2011 continued to emphasize member States' needs to sustain economic recovery in the aftermath of the global economic and financial crisis. Whereas in 2009 UNCTAD focused largely on the causes of the crisis, and in 2010 its research and analysis were geared towards identifying innovative policy measures, strategies and macroeconomic initiatives, the analytical outputs in 2011 delved into post-crisis policy challenges in the world economy. These continue to aim at supporting new investment and trade dynamics. They also continued focusing on supporting institutional reforms to sustain recovery, build resilience to shocks, overcome food crises, meet climate change and other environmental challenges, and achieve the Millennium Development Goals, catering in particular to the needs of LDCs.

58. The *Trade and Development Report 2011: Post-crisis Policy Challenges in the World Economy* reviews recent trends in the global economy, concluding that the recovery is slowing down and presents strong downside risks. It questions whether policymakers have drawn the lessons from the global crisis for reforming the national and international financial systems and the design of macroeconomic policies. The *Report* shows that widespread enthusiasm about system reform and supportive pro-growth macroeconomic policies when the crisis erupted has not lasted. Financial re-regulation is progressing slowly and monetary system reform is limited. The orientation of macroeconomic policy, especially fiscal policy, is turning to austerity. This will hinder a sustained recovery of the world economy and open the door for new financial crises in the future. Thus, the rethinking of policies and the reshaping of the financial and monetary system remain urgent tasks. The *Report* makes concrete proposals to advance with strengthening regulation in financial and commodity markets, international monetary system reform, and the reorientation of fiscal policy.

59. The *Trade and Development Report, 1981–2011: Three Decades of Thinking Development* identifies the key issues in the global economy and the design of development strategies addressed in the *Trade and Development Report* over the past three decades, tracing them through its various editions. It shows how ideas, opinions and proposals expressed in the *Report*, and the analytical approaches used, differed from those of the mainstream, and traces their evolution in response to new challenges. This review revisits the concept of interdependence and explains the approach of the reports to macroeconomic and financial policies in both developed and developing countries. It also reviews the *Trade and Development Report's* contribution to the debate about the shortcomings and the reforms of global governance in trade, finance and macroeconomics and summarizes the assessments of development policy failures and success and the recommendations formulated for development strategies. Finally, it attempts to identify new emerging issues that could well be the trajectory of the *Report* in the coming years.

60. In view of the United Nations Conference on Sustainable Development (Rio+20 Summit) in June 2012, and as regards its theme on the green economy in the context of sustainable development and poverty eradication, UNCTAD's analyses in 2011 assisted countries in examining issues and building consensus on the conditions necessary for their engagement and enhancement of climate change policies. In particular, such analyses have looked at how through trade-led growth the green economy can become a pro-development income-generating instrument that will directly contribute to meeting the sustainable development imperative. Such analyses have been carried out through UNCTAD's publication series *The Road to Rio+20: For a Development-Led Green Economy*. These have focused on issues pertinent to green economy growth – a low-carbon resource-efficient approach to development intended to raise living standards in a sustainable fashion while combating climate change and conserving biodiversity.

61. UNCTAD provides analysis and policy advice for improving the capacity of developing countries to attract investment and harness their development potential. The relevance of the themes addressed by the *World Investment Report* and its contribution to a better understanding of the impact of FDI on development were underlined during several intergovernmental meetings and major international events. For instance, Ambassador Ellen Nee-Whang (Ghana) pointed out at a session of the Trade and Development Board that “timely data and analysis as provided in the *World Investment Report* are vital tools for policymakers [...] in setting priorities and formulating policy responses to recent development”.

62. UNCTAD recently launched its *Global Investment Trends Monitor* and *Investment Policy Monitor*, which provide timely and e-based quarterly overview and analysis on international investment and policy developments at the national and international levels. The information contained therein was largely relayed by international and developing countries media, with some releases exceeding 400 press clippings. Both monitors have also been extensively cited in the keynote speeches of senior policymakers and in investment policy analysis worldwide.

63. In addition, UNCTAD finalized during the last biennium seven sequels of the Series on International Investment Policies for Development and two sequels of the Series on Issues in International Investment Agreements, which addressed key and emerging issues related to international investment agreements and their development dimension. Action-driven Investment Policy Reviews for attracting higher levels of FDI were finalized in 2011 for Guatemala, Macedonia and Mozambique and four more are under preparation for Bangladesh, Djibouti, Moldova and Mongolia.

64. In 2011, UNCTAD also completed Implementation Reports for Ethiopia and the United Republic of Tanzania, and undertook an assessment of Rwanda. All Reports demonstrated a strong implementation record of the measures recommended in the Investment Policy Reviews, and led to increased interest by existing and potential investors.

65. Based on the 30-plus completed Investment Policy Reviews, UNCTAD completed a study entitled “IPRs: Shaping Investment Policies around the World”, which takes stock of more than a decade of experience in helping developing countries formulate investment policies in line with their development strategies. Seven new issues of best policy practices in investment for development were also published, based on the experiences of other successful cases.

66. In the area of investment, UNCTAD also supported developing countries in the collection, dissemination and analysis of quality data on FDI and the activities of transnational corporations, including through the establishment of national FDI teams to facilitate the process. As a result, a number of beneficiary countries are now able to prepare annual national FDI reports, using internationally recognized methods.

67. Servicing the needs of LDCs has been high on UNCTAD’s agenda throughout the year. The *World Investment Report 2011* included a specific section analysing investment in LDCs, landlocked developing countries, and small island developing States. UNCTAD also provided substantive input on investment in the run-up to the Fourth United Nations Conference on the Least Developed Countries, during which it launched the publication *Foreign Direct Investment in LDCs: Lessons Learned from the Decade 2001–2010 and the Way Forward*. This report provides analysis of trends in FDI flows and stock in LDCs, as well as policy developments concerning FDI at the national and international levels over the last decade. It provides highlights some shortcomings from the past decade and suggests a plan of action to increase FDI and enhance its development impact in the next decade. The Report also contains investment country profiles in all LDCs.

68. During the Conference, UNCTAD also launched a publication on investment in pharmaceutical production in the LDCs, which provides a guide for policymakers and investment promotion agencies in this area and organized showcase sessions of the four LDC investment guides prepared in 2011. As a result, some beneficiary countries such as Zambia reported a rise in firm commitments from new investors. UNCTAD also provided analyses on making trade more development-transmitting, multiplying and inclusive for LDCs.

69. Various sectoral studies on trade in services were carried out. These include the following: *Impact of Remittances on Poverty in Developing Countries*; *Maximizing the Development Impact of Remittances*; *Services, Trade and Development*; and *Services, Development and Trade: The Regulatory and Institutional Dimension of Infrastructure Services* (Volumes I and II).

70. UNCTAD provided further trade-related analysis in the following studies: *Trade Liberalization, Investment and Economic Integration in African Regional Economic Communities – Towards the African Common Market*; *Who is Benefiting from Trade Liberalization in Bhutan? A Gender Perspective*; Participation of the African, Caribbean and Pacific Group of States in international trade; and *WTO Negotiations on Environmental Goods: Selected Technical Issues*.

71. The Science, Technology and Innovation Policy (STIP) Reviews of Peru and El Salvador were widely covered by the national press when they were presented in the capital. Their quality and relevance were widely praised by the participants at both national events. We have evidence that these STIP reviews have been considered as inputs in the adoption of new policy decisions on science, technology, and innovation in both countries.

72. In 2011, UNCTAD published the fourth and fifth issues of a series on current studies on science, technology and innovation that seeks to examine salient topics related to science, technology, and innovation for development. The fourth issue, *Water for Food – Innovative Water Management Technologies for Food Security and Poverty Alleviation*, was disseminated at the fourteenth session of the Commission on Science and Technology for Development (CSTD) and at UNCTAD XIII.

73. The fifth issue of the series, *Applying a Gender Lens to Science, Technology and Innovation*, was prepared with inputs from the CSTD Gender Advisory Board at the request of the Economic and Social Council and as a contribution to the fifty-fifth session of the Commission on the Status of Women. Preliminary findings of this study were presented to the fifty-fifth session of the Commission, which subsequently adopted agreed conclusions that encouraged further work in this area. The study was later presented at the 2011–2012 CSTD intersessional panel in Manila, where it was favourably received by member States. Participants encouraged UNCTAD to continue research in this area. UNCTAD and the CSTD Gender Advisory Board are currently building off this study, collaborating on good practices in gender-sensitive policymaking.

74. The *ICT Policy Review of Egypt* was the first of its kind conducted by UNCTAD. ICT Policy Reviews are a demand-driven tool to help developing countries adjust their ICT policies and implementation mechanisms to compete in the information and knowledge-based economy. The Review was highly appreciated by Egypt, which requested a follow-up and further analysis of the ICT sector.

75. The *Information Economy Report 2011* helped raise awareness among relevant stakeholders about ways to use ICTs to promote private-sector development, including women's entrepreneurship. The Report provided clear policy advice to governments and development partners. Its recommendations have attracted interest from several donor agencies and national governments. For example, the Donor Committee on Enterprise Development has for the first time included an ICT dimension in a mapping of donor

activities to support women entrepreneurship. Also, UNCTAD was asked by the German Agency for International Cooperation (GIZ Germany) to carry out a study on how public procurement can support ICT-sector development in developing countries.

76. *Trade Facilitation in Regional Trade Agreements* analyses customs and other trade facilitation measures contained in 118 regional trade agreements currently in force in Africa, the Americas, Asia, and Europe, as well as agreements concluded across other regions. These scrutinized provisions in regional trade agreements refer to the publication and administration of trade-related rules, customs procedures and freedom of transit.

77. The publication *Liability and Compensation for Ship-Source Oil Pollution: An Overview of the International Legal Framework for Oil Pollution Damage from Tankers*. provides an analytical overview of the complex legal framework and highlights considerations for national policymaking, so as to help policymakers, particularly in developing countries, assess the merits of adoption and implementation of the relevant international legal instruments.

78. Together with the online database UNCTADSTAT, publications on UNCTAD Statistics, such as the *UNCTAD Handbook of Statistics 2011*, have provided policymakers and other stakeholders with relevant data on world trade, investment, international financial flows, the liner shipping connectivity index and on development to inform their empirical analyses and decision-making.

79. The 2012 edition of *Development and Globalization: Facts and Figures* highlights the latest available statistics depicting the current state of the world economy, with expert comments on their empirical implications. This quadrennial publication caters to specialists and the general public and has been presented for the first time in an electronic format. Dynamic motion charts, well-designed statistical graphs and tables, and a glossary of the main economic and statistical concepts offer practical tools for a better understanding of development trends and their evolution over time.

C. Optimal dissemination of publications

1. Enhanced availability of e-publications

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

81. Some examples illustrate the changes that are under way. The Virtual Institute's full text-searchable online library is boosting online dissemination. Publications on trade-related issues are regularly disseminated electronically through networks such as the Social Science Research Network. The Transport Newsletter is sent out electronically to a large and increasingly growing number of subscribers (about 3,000). Subscription is free via www.unctad.org/transportnews.

82. Paper copies and CD-ROM versions of a variety of UNCTAD publications are handed out on appropriate occasions, such as conferences, seminars, meetings and exhibitions. UNCTAD publications also form part of the reading and background materials

for teaching and discussion during Paragraph 166 courses. UNCTAD packages a growing number of its publications in CD-ROM/DVD form.

83. The publications policy recommends greater use of UNCTAD's networks and country presence. In the area of investment and enterprise, UNCTAD has developed the online and interactive World Investment Network, which now includes more than 9,000 individual contacts, and consists of nine professional networks of experts, such as the network of experts on international investment agreements. In the area of competition policy, UNCTAD has developed a research partnership platform, which includes experts from 35 research institutes worldwide. The network produces reports and publications around a set of themes developed annually. The *Information Economy Report 2011* and UNCTAD's technical material on measuring the information economy were also distributed through the network of the Partnership on Measuring ICT for Development.

84. Several new partnerships were formed during the course of the year and others were strengthened. A case in point is a partnership with the African Union Commission. The objectives of this project include creating a regular dialogue with relevant Africa-based stakeholders to discuss research findings and activities in the context of the *Least Developed Countries Report* and *Economic Development in Africa Report*, through joint training seminars and workshops for local and regional African stakeholders.

85. At its fifty-fifth session, the Working Party requested systematic briefings on flagship reports and other publications. Since UNCTAD XII, four flagship reports have been discussed at sessions of the Trade and Development Board. Whenever possible, the consultations of the President have included briefings on specific publications.

2. Press launches for major publications

86. During the period covered by this report, UNCTAD organized 124 press conferences worldwide to launch 21 reports and publications.

87. A tailor-made dissemination strategy is developed for each publication or event. Press launches are organized simultaneously in different countries and regions. If presentations to national media are likely to ensure a wide audience, a report is presented – under embargo – close to the release date. The media campaign includes radio and television broadcasts, and presentations at a wide variety of academic and other institutions. UNCTAD takes advantage of major report launches to address the press several times a year in major media hubs.

88. The *Least Developed Countries Report 2011: The potential role of South-South cooperation for inclusive and sustainable development* was launched in November 2011 in Geneva, Maseru, New Delhi, Stockholm, Addis Ababa, Brussels, Dhaka, Johannesburg, Lusaka, Paris and Kigali. Interest in the *Least Developed Countries Report 2011* led to three press releases, 82 press articles and various interviews.

89. The *Economic Development in Africa Report 2011*, published jointly by UNCTAD and the United Nations Industrial Development Organization (UNIDO) was launched in Paris, London, Geneva, Vienna, Accra, Dakar, Addis Ababa, Johannesburg and Maseru. There were about 213 press articles and interviews, both television and radio, highlighting the findings of the report. The report was launched in Accra by the Third World Network in collaboration with UNIDO in Geneva, and with UNIDO and the Economic Commission for Africa in Addis Ababa. The report was also disseminated through various presentations to academic students during their study tours at the United Nations Office in Geneva and to member States at the fifty-eighth session of the Trade and Development Board in September 2011. The findings of the report were also discussed at the workshop Industrial Development and Globalization in Africa, organized by the UNCTAD Virtual Institute for graduate students in international trade of the University of Dar es Salaam in the United

Republic of Tanzania. The launch of the *Economic Development in Africa Report* in Maseru on 12 July 2011 was held jointly at the end of a dissemination workshop organized by the Ministry of Finance and Development Planning of the Government of Lesotho and UNCTAD: “Policy to Enhance Domestic Financial Resources Mobilization”. The stakeholder workshop in Lesotho aimed at disseminating the findings of the UNCTAD policy handbook *Enhancing the Role of Domestic Financial Resources in Africa’s Development* to government, civil society and the private sector in Lesotho.

Box 4. Examples of publications disseminated in 2011

Trade and Development Report 2011: Post-Crisis Policy Challenges in the World Economy

10 press conferences: Argentina, Brazil, Egypt, France, India, Lebanon, Morocco, Switzerland, Thailand, United Kingdom

427 press clippings collected

World Investment Report 2011: Non-Equity Modes of International Production and Development

48 press conferences: Argentina, Austria, Bahrain, Bangladesh, Belgium, Brazil, Bulgaria, Chile, China, Colombia, Croatia, Czech Republic, Ecuador, Egypt, Ethiopia, Finland, France, Germany, Greece, Hungary, India, Iran (Islamic Republic of), Italy, Jamaica, Lebanon, Malaysia, Mauritius, Netherlands, Nigeria, Philippines, Poland, Romania, Russian Federation, Senegal, Serbia, Singapore, South Africa, Spain, Sri Lanka, Switzerland, Thailand, Turkey, United Republic of Tanzania, United States, Venezuela (Bolivarian Republic of), Zimbabwe

1,490 press clippings collected

Least Developed Countries Report 2011: The Potential Role of South–South Cooperation for Inclusive and Sustainable Development

11 press conferences: Bangladesh, Belgium, Ethiopia, France, India, Lesotho, South Africa, Rwanda, Sweden, Switzerland, Zambia

84 press clippings collected

Information Economy Report 2011: ICTs as an Enabler for Private Sector Development

12 press conferences: Cameroon, Ethiopia, India, Lebanon, Namibia, South Africa, Switzerland, Thailand, Tunisia, Uganda, United Kingdom, United States

105 press clippings collected