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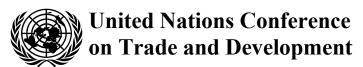
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Review of the implementation of the communications strategy
and publications policy of UNCTAD

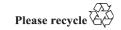# Report on the implementation of the communications strategy and publications policy of UNCTAD

Report by the UNCTAD secretariat

Contents

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Introduction

1.   In September 2009, the Trade and Development Board adopted the UNCTAD communications strategy (TD/B/56/9/Rev.1) and the UNCTAD publications policy (TD/B/56/10/Rev.1). The former aims to contribute to UNCTAD's mandate, enhance the visibility of UNCTAD's work, ensure effective dissemination and mainstream good communication practices. The latter seeks to provide a framework for planning and managing publications so that they can meet the needs of developing countries and intergovernmental processes; ensure their relevance, coherence, innovative character and quality; and guarantee 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 the Strategic Framework and the Programme Budget, on the implementation of the communications strategy and the publications policy. This report reviews the main initiatives that were taken during the reporting period.

I.   Communication, information and outreach

2.   Communication, information and outreach activities are shared across all divisions and units. The Communications, Information and Outreach section takes the lead in coordinating and spearheading outreach to the press and media, civil society, international organizations and the wider public. Supporting the unit in the communications and outreach function are a number of other units and divisions. The Intergovernmental Support Service acts as the prime interface with Geneva-based 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 outreach with donors, institutional partners and the United Nations Inter-Agency Cluster on Trade and Productive Capacity. The Communications Group and the Publications Committee facilitate internal coordination and planning. The communications strategy and publications policy continue to guide the strengthening of communication and outreach efforts.

3.   This report provides an overview of activities undertaken from January to December 2014. During the reporting period, UNCTAD marked the fiftieth anniversary of its establishment in June 1964. "UNCTAD at 50" and a number of special events throughout the year provided the opportunity to showcase its work and reinforce key messages in support of its mandate. The Organization also held or participated in events that highlighted its contribution to United Nations-wide processes, in particular the post-2015 development agenda.

4.   For example, at the Third International Conference on Small Island Developing States (Apia, Samoa, 1–4 September) and the Second United Nations Conference on Landlocked Developing Countries (Vienna, 3–5 November), UNCTAD made presentations, disseminated publications[1] and organized a number of side events in support of two country groupings that are the focus of much of its work. It also coordinated with the wider United Nations system on development matters affecting them.

5.   At the Samoa Conference the Secretary-General and the Administrator of the United Nations Development Programme (UNDP) co-chaired a high-level panel discussion on the graduation of small island development States from least developed country status. At the Vienna conference, the Deputy Secretary-General of UNCTAD participated in the opening

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[1] For example, a publication produced jointly with the Indian Ocean Commission: *Addressing the Vulnerabilities of Small Island Developing States More Effectively*.

session, was a panellist on the high-level round table on achieving structural transformation of the economies of landlocked developing States and took part in side events.

6.   In connection with the second session of the intergovernmental preparatory committee for the Vienna conference, UNCTAD in October organized a special event with the same partners on landlocked developing countries and commodity value chains.

7.   Enhanced communication activities, dedicated information products and outreach activities were tailored to engage with UNCTAD's key target audiences, examples of which are outlined below.

8.   During his first full year in office, the Secretary-General sought to enhance transparency and outreach in a number of ways. These included a dedicated Secretary-General's Twitter account, regular updates on the Secretary-General's webpage, frequent meetings with member States and UNCTAD staff– in groups and individually – and the introduction of a new intranet site.

9.   The UNCTAD office at United Nations Headquarters was reinforced in 2014. It reaches out to target audiences based in New York (United States of America), including member States, civil society, accredited media and United Nations organizations.

10.   As regards the enhancement of communications tools, emphasis was placed on the enhancement of web-based content, social media outreach and the development of online tools, including audience-specific databases and online registration. A weekly online information tool, "What's New", was introduced to provide member States, civil society and UNCTAD staff with a timely overview of the week ahead in the Organization, with links to the calendar, events, documents and activities.

11.   House-wide communication activities are coordinated through the UNCTAD Communications Group, comprised of focal points of all divisions and services. Minutes are shared with senior management and all staff through focal points. Weekly press monitors and summaries of major press conferences are also shared with management and serve as information and monitoring tools.

12.   In response to the agreed conclusions[2] adopted at the sixty-seventh session of the Working Party in 2014, the secretariat continued its efforts to reinforce its effective online presence, including through the use of social media. It also made progress on strengthening its capacity to monitor and evaluate its media and online presence. Examples below illustrate efforts in this regard.

A.   Enhancements to UNCTAD web content

13.   In addition to updating content on the UNCTAD website, the process of incorporating previously external and stand-alone sites continued throughout 2014. The subsites of the Special Unit on Commodities and the Debt Management and Financial Analysis System were consolidated and incorporated into unctad.org. The content of these sites is now fully retrievable by the integrated site search. As a result of enhanced functionalities, a number of conference websites were also created in 2014: UNCTAD Public Symposium 2014, World Investment Forum 2014 and the seventh United Nations Conference to Review All Aspects of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices to be held in 2015. Further, an online registration portal for UNCTAD meetings was tested and launched in 2014.

14.   UNCTAD is taking steps to attract dedicated and highly qualified professionals who can contribute to its research, policy discussions and capacity-building activities. To this

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[2] See TD/B/WP/260.

end, the Careers Opportunities section of the UNCTAD website offers information on employment, current job listing through the United Nations Careers Portal, consultancies, internships, the Junior Professional Officers programme and the young professionals programme.

15. A special web section was created to provide regular updates on activities, events and documents directly related to the fiftieth anniversary of UNCTAD. It also featured a photo gallery, and social media was used to ensure maximum outreach.

16. A dedicated web section on the United Nations Inter-Agency Cluster on Trade and Productive Capacity is updated regularly to provide background information on the Cluster and its operations, including a link to a detailed brochure and news on recent Cluster events. It also provides access to project and programme documents on inter-agency projects and programmes involving Cluster agencies.

17. The latest information on UNCTAD activities is signposted through highlights on the website home page. Short news items with related links are also posted there. At end November 2014, UNCTAD had published 220 news items. These include outcomes of meetings, events and, in particular, examples of activities and impact in the field. The dissemination of news is supported by posts on the UNCTAD Twitter account. For each major event, Communications, Information and Outreach, in collaboration with substantive divisions, draws up a communications plan to ensure the dissemination of information and news before, during and after the event.

B. Social media

18. In 2014, UNCTAD recorded enhanced social media presence, including through Twitter, Flickr, Facebook, LinkedIn and YouTube.

19. UNCTAD regularly tweets news, publications and information on events, which have increasingly been picked up and shared by other United Nations and international organizations, member States, civil society, media and academia. The number of followers of the UNCTAD Twitter account grew from 8,000 in 2012 to more than 50,500 in November 2014.

20. With a view to communicating in an interactive, direct and informal manner to a wide audience, the Secretary-General of UNCTAD set up the @UNCTADKituyi Twitter account in September 2013. A 700 per cent increase in followers was registered over a period of one year.

21. A number of additional Twitter accounts keep a specialized target audience abreast of the latest trends and developments at UNCTAD: @unctadwif, @ICT4DatUNCTAD, @STI4Dev, @UNCTADstat, @TrainForTrade, @ UNCTAD_ISAR and @empretecUN.

22. Flickr is the leading image repository for all major events. Images are published in real time on the UNCTAD website, and photo galleries are set up for main events, for example, the fiftieth anniversary of UNCTAD. The official UNCTAD Facebook page was launched in 2014 to support social media outreach.

C. Web metrics for unctad.org

23. An initial overview of web visitor data for 2014 (1 January–15 November 2014, with an extrapolation for December 2014) is displayed in the following table.

Web visitors

Month	2013	*Visits to Unctad.org* 2014
January	107 537	110 682
February	106 787	115 400
March	131 968	140 219
April	135 156	141 272
May	133 370	135 300
June	114 296	119 626
July	97 148	98 957
August	86 055	92 230
September	119 237	128 692
October	129 264	145 637
November	132 496	142 820[a]
December	136 158	--[b]
Total	1 293 314	1 478 707

[a] Data available from 1–15 November (projection equals first two weeks multiplied by two).
[b] Unavailable.

D. Intranet

24.   In an effort to increase internal coordination and communication, information-sharing and cross-sectional collaboration, UNCTAD developed a new intranet platform and redesigned its content. Phase I, replacement of the previous intranet, was launched in June 2014 and provided UNCTAD with an internal information-sharing web tool. Features include highlights on substantive activities, internal news and announcements, a weekly schedule of the Secretary-General's public programme as a contribution to in-house transparency, accountability and information sharing, practical information about UNCTAD services and links to useful United Nations web applications.

25.   The technical platform also enables document management, social networks and search and workflow automation capabilities. Development of phase II, which started in July 2014, includes the availability of collaboration spaces for UNCTAD staff. Phase III will feature the streamlining of internal processes through automated workflows.

E. Targeted information products

26.   UNCTAD issues a number of communication and outreach products designed to meet the requirements of target audiences or address topical issues in a concise format.

Efforts to reduce hard-copy releases and ensure that information products are available in electronic format and on the UNCTAD website continue.

27.   Electronic   newsletters,   such   as   the   quarterly   Transport   Newsletter (http://unctad.org/transportnews), target specialized audiences and provide regular updates on thematic issues. UNCTAD has subscribed for services offered by http://mailchimp.com, which uses e-mail to distribute new editions of the Transport Newsletter and centralizes and facilitates the updating and maintenance of the database of readers' contact information. The Debt Management and Financial Analysis System   issues newsletters regularly, providing information on the programme's activities and developments in public debt management.

28.   To respond to current or emerging issues, such as heightened volatility in international financial markets, UNCTAD periodically publishes policy briefs or theme-led online essays. A number of op-eds by UNCTAD and the Secretary-General were published in renowned media outlets, such as *The Guardian*, *The Huffington Post, Le Monde* and *Le Temps.*

F.   Targeting key audiences

29.   In 2014, the Working Party called upon UNCTAD to continue its efforts to ensure the widest possible outreach to all stakeholders. The communications strategy, which was adopted by member States, outlines the key audiences of the Organization. Examples of its communication with and outreach to its stakeholders are outlined below.

1.   Policymakers

30.   Policymakers are defined in the communications strategy as the principal target group of UNCTAD. This includes a wide range of government officials at different levels, including delegates and parliamentarians. UNCTAD publications are primarily aimed at policymakers. Effective dissemination constitutes a major share of the secretariat's communication and outreach efforts. The communications strategy also recommends that policymakers be targeted directly through meetings with UNCTAD officials, interaction at high-level sessions, briefings and joint activities with the Inter-Parliamentary Union and engagement with parliamentarians.

31.   Field visits and high-level meetings undertaken by the Secretary-General and the Deputy Secretary-General contribute significantly to promoting the policy work and technical assistance of the Organization. In 2014, areas of discussion focused on graduation from least developed country status, tackling inequality through trade and development, and productive capacities and infrastructure investment. The Secretary-General held more than 100 bilateral meetings with Heads of Government and ministers. Furthermore, to reinforce open and informal exchanges of views, the Secretary-General held breakfast meetings with Permanent Representatives and had over 60 bilateral meetings with them.

32.   UNCTAD participation in Group of Twenty meetings continues to be a major channel for reaching policymakers. UNCTAD policy briefs and overviews of the *Trade and Development Report* were useful tools for reaching out to specialized audiences. Technical contributions to the Group focused on issues related to macroeconomic and development policies.

33.   In connection with its work on least developed countries, UNCTAD reached out to policymakers by taking part in national and international events, such as the Ministerial Meeting on New Partnerships for Productive Capacity-Building in the Least Developed Countries (Cotonou, 28–31 July) and United Nations high-level panels.

34.   Further, UNCTAD made a presentation at the seventh joint African Union Conference of Ministers of Economy and Finance and Economic Commission for Africa

Conference of African Ministers of Finance, Planning and Economic Development (Abuja, March). The findings and recommendations of the *Economic Development in Africa Report 2013* were disseminated at the event.

35.   UNCTAD also reaches out to policymakers through its Paragraph 166 (P166) training programme. The main goals include effectively engaging with stakeholders and enhancing the understanding of the work and impact of UNCTAD. Emphasis is placed on two-way communication to encourage feedback and to better address the needs of policymakers. To maximize outreach and communication, digital channels are continuously enhanced. Two of these are the policy capacity-building website for sharing information about the programme and stories from the P166 alumni to showcase success and impact, and the P166 Moodle e-learning platform providing policymakers with audiovisual material before, during and after each course to complement face-to-face sessions. The knowledge-sharing platform is also used for discussions, evaluation and academic content. A social media presence is important to keep P166 alumni engaged in the long term, as demonstrated through a regional courses Facebook group. A regional and short-courses registration platform was established for online registration and document upload, which also facilitates the generation of statistics for reporting purposes.

2.   Member States

36.   In addition to official notifications of meetings, publications and other activities of UNCTAD, the secretariat organized an induction course for delegates and held various briefings about its intergovernmental meetings.

37.   The Delegates Portal, launched in December 2012, provides delegates with additional information that is not accessible to the public through a link on the UNCTAD website. Member States are provided with a login and password. Delegates can access an interactive calendar of meetings and events so that they can subscribe to a particular meeting, receive updates on time and venue, and access associated documents, such as draft and restricted documents such as draft agreed conclusions. Approximately 200 delegates have registered to use the Portal, which received more than 7,000 page views in 2014.

38.   Emphasis continues to be placed on presentations of flagship reports and other research findings to delegations, both in Geneva and in New York.

39.   UNCTAD continues to circulate current job openings at professional and above levels through the Delegates Portal. In addition, and as requested by member States, UNCTAD shares human-resources-related data for information during the December session of the Working Party.

3.   Media

40.   During the reporting period, UNCTAD media exposure was significant. Some 8,560 UNCTAD related press clippings were collected from 1 January–15 December 2014. However, this figure represents only a fraction – 20 per cent – of the actual media coverage about UNCTAD and its activities. Material published in minority languages and in offline media is likely to be missed by the search engines available to UNCTAD. Sophisticated search technology is costly, and access to affordable and comprehensive monitoring tools is limited. UNCTAD therefore relies on media partners, staff and United Nations Information Centre country offices to provide much of the data on clippings that are missed by conventional search engines.

41.   The work of UNCTAD is frequently covered by online and traditional media catering to the public, while in-depth coverage of UNCTAD policy and analysis work regularly appears in specialized publications.

42.   UNCTAD attaches importance to 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 press briefings organized by the United Nations Information Service. In addition, as a non-field-based organization, UNCTAD actively retains links with journalists in media hubs such as London, Paris, New Delhi, Johannesburg and Buenos Aires. UNCTAD works closely with the United Nations Information Service and United Nations agencies to ensure maximum media attention in Geneva and in the field.

43.   Between 1 January and 15 December 2014, UNCTAD issued 64 press releases (174 translated versions in the official languages of the United Nations and 13 in other languages) and 10 information notes (23 translations in the official languages of the United Nations). These were dispatched electronically to a continuously updated database of journalists worldwide. Press products are also shared electronically with member States and civil society, and posted in real time on the UNCTAD website.

44.   To maintain its relationship with the media, UNCTAD issued a number of at-a-glance electronic documents known as media alerts. These inform journalists of imminent UNCTAD events and offer hyperlinks to newly issued press materials and substantive documents. During the reporting period, 12 media alerts were issued.

45.   To reduce dissemination costs where possible, UNCTAD reviewed the demand for hard copies of publications, particularly for flagship report 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.

46.   UNCTAD collaborated with other United Nations organizations, funds and programmes to support publication launches and expand media outreach. UNCTAD assisted the Department of Economic and Social Affairs with the Geneva launch of *World Economic Situation and Prospects 2014* jointly with a senior economist of the Economic Commission for Europe. UNCTAD also worked throughout the year with information officers in the field through UNDP offices and United Nations Information Centres.

4.   Civil society

47.   The communications strategy emphasizes the need to increase the involvement of civil society in UNCTAD activities through enhanced participation in meetings and seminars, and the exchange of information by electronic means. The strategy attaches particular importance to engaging civil society from the South and advocates the creation of partnerships to foster dialogue around the key messages of UNCTAD. The importance of civil society to UNCTAD has grown over the past 15 years. Civil society is a key vehicle for delivering the Organization's messages and building political will. The implementation of some recommendations contained in the communications strategy is subject to availability of resources, particularly to promote further outreach to civil society in the South, and to enable expanded multilingual communication.

48.   More specifically, UNCTAD reached out to civil society through the following means:

        (a)   Public Symposium. In 2014, some 350 representatives of civil society, academia, the private sector and intergovernmental organizations discussed global inequality and its impact on development.

        (b)   CSO e-alert. An e-mail highlighting news, research, publications and events of interest to civil society is sent regularly to over 3,000 subscribers. Thirty e-alerts were disseminated in 2014, including special editions on the Public Symposium, the Trade and Development Board and the World Investment Forum;

        (c)   Civil Society Portal. A dedicated section of the UNCTAD website offers specific resources for civil society and is regularly updated with new material.

(d)   Social media. This year's Public Symposium was promoted before, during and after on LinkedIn, Twitter, YouTube and Flickr. The UNCTAD YouTube channel was updated with 27 video clips from the plenary sessions. Photographs and highlights of the events were also shared via Flickr and Twitter;

(e)   Exchanges and consultations. Several consultations were organized, including with the Secretary-General and UNCTAD divisions. A half-day strategizing session on UNCTAD and post-2015 issues was held back to back with the Public Symposium.

(f)   Supporting and guiding civil society organizations in their applications to become observers at UNCTAD. In 2014, five civil society organizations fulfilled the criteria and were approved by the Trade and Development Board. Twenty-five applications are at different stages of the application process;

5.   Private sector

49.   The World Investment Forum is a major vehicle for engaging the private sector in the work of UNCTAD. This year's high-level segments focussed on the theme of investing in sustainable development goals. The Forum sought to communicate the main messages of the *World Investment Report 2014* through a number of diverse events and to inform on the high-level action plan for investing in sustainable development goals put forward in the Report.

50.   Private sector outreach also takes the form of e-mail alerts and the electronic distribution of web-based information, newsletters and issues notes through the World Investment Network. Multiplier effects occur by linking up with private sector networks and the wider investment community, which further disseminate the information.

51.   Private sector views are solicited through private sector participation in UNCTAD intergovernmental and expert meetings, the inclusion of private sector representatives in peer review processes and other targeted approaches, for example direct interviews and inclusion in discussion groups.

52.   In response to requests from landlocked developing countries, UNCTAD implemented the Development Account project on enhancing their capacities to attract foreign direct investment (FDI) for the development and modernization of productive capacities. This project, implemented through cross-divisional collaboration, aims to help investment promotion agencies provide investors with up-to-date information on business costs, opportunities and conditions in their countries. Part of this project was the production of iGuides, and UNCTAD convened a global iGuides meeting during the World Investment Forum in October.

6.   Universities and research institutions

53.   Universities and research institutions are active users of UNCTAD research and analysis. All published documents are available free of charge from the website. UNCTAD experts are also invited to present lectures. Some 30 lectures and presentations on global economic topics such as the financial crisis, policy space, inequality, employment and commodity price financialization were delivered in 2014, including by the Secretary-General.

54.   A key interface with universities is the UNCTAD Virtual Institute programme. In 2014, the Virtual Institute website published 50 news items related to the programme's capacity-building activities, as well as five multimedia teaching resources based on UNCTAD research. Members of the Institute also obtained access to 70 new publications through its digital library and materials from three of its study tours. Member universities participated in 11 videoconferences unveiling the findings of UNCTAD flagship publications.

55.   In addition, the Virtual Institute published and distributed four quarterly newsletters in 2014 on its website (http://vi.unctad.org/news-mainmenu-2/newsletter). They were also distributed electronically to all UNCTAD staff and 6,800 recipients from academia, government, non-governmental organizations and other interested stakeholders. Members of the Institute, totalling 4,319 as of November 2014, received e-mail alerts on new publications, scholarships, UNCTAD training opportunities, calls for papers and offers from other member institutions.

7.   International organizations

56.   UNCTAD contributed to the United Nations efforts towards making the United Nations Development System fit for purpose for the post-2015 development agenda. For instance, it led the United Nations Inter-Agency Cluster on Trade and Productive Capacity and participated on its behalf in the mechanisms of the Chief Executives Board for Coordination: the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Development Group.

57.   In UNCTAD's capacity as observer, the Secretary-General submitted statements to the spring and annual sessions of the International Monetary and Financial Committee of the International Monetary Fund and the World Bank Development Committee outlining the view of UNCTAD on current macroeconomic conditions and recommending policy steps that member States can take to bolster trade and growth for development.

58.   UNCTAD continues to collaborate with other international organizations to support the deliberations of the Group of Twenty countries. Notable partnerships to this effect have been forged with the World Trade Organization and the Organization for Economic Cooperation and Development on trade and investment-related issues, and with the International Labour Organization on macroeconomic and social issues. A memorandum of understanding further formalizing some of the aspects of this cooperation was recently signed with the International Labour Organization on 4 December 2014.

8.   The wider public

59.   During the reporting period, UNCTAD organized substantive information sessions for groups of students, diplomats, academics and business executives who visited UNCTAD. Some 53 group sessions of more than 1,400 participants were organized, either by the United Nations Information Service or UNCTAD. UNCTAD staff provided presentations on the Organization's activities and led interactive discussions. Students received UNCTAD documentation tailored to the session and on-line resource references for follow-up. Evaluations are systematically collected and reviewed with a view to improving the quality and usefulness of UNCTAD information sessions.

60.   In a further effort to showcase the extensive and varied research work of UNCTAD, documentation stands were organized at all UNCTAD intergovernmental meetings and events in the Palais des Nations and at selected outside venues. Information kits were also dispatched to locations away from Geneva, for dissemination at events in which UNCTAD participated. UNCTAD reaches out to target groups interested in its work at events such as the Swiss Annual Career Day. UNCTAD experts made presentations on the substantive work of UNCTAD and career opportunities to more than 2,000 professionals in the development field.

G.   Showcasing the work of the Organization

1.   "UNCTAD at 50"

61.   The sixteenth of June 2014 marked the fiftieth anniversary of the establishment of UNCTAD and provided a unique opportunity to highlight its role and contribution. To do

so, the Organization deployed a house-wide strategy to incorporate the reflections of "UNCTAD at 50" in its work throughout the whole year. The objective was to reach out to target audiences and use the anniversary to boost the visibility of UNCTAD. A detailed communications plan featuring a calendar of events, publications and activities was developed, focusing on the development of UNCTAD's work across its three pillars over time. Examples of how UNCTAD engaged its stakeholders, reinforced core messages and showcased its work during its anniversary year included meetings organized by UNCTAD in Geneva or in partnership with national and institutional hosts in the field and discussions relating to "UNCTAD at 50" in the context of intergovernmental and expert meetings and joint events.

62.   To mark activities that took place under the fiftieth anniversary theme during 2014, UNCTAD designed a dedicated graphic identity, including a logo. The branding was applied in product-specific versions to printed and digital material associated with the anniversary, including posters, banners, a calendar, the website and organization-wide e-mail signatures. The graphic branding of "UNCTAD at 50" is part of a larger project to standardize the visual identity of the Organization.

Anniversary week

63.   In remembrance of the conclusion of UNCTAD I at the Palais des Nations in June 1964, the anniversary was marked with a week-long programme of high-level and special events (16–20 June) in Geneva entitled "Fifty Years of UNCTAD: A Celebration".

64.   The timing and location of events underlined their historic nature and appeal to the target constituencies of UNCTAD. The programme of the event was built on a thematically coherent structure of the past, present and future. All events were open to registered participants and media representatives.

65.   The first event on 16 June took stock of how UNCTAD had contributed to trade and development policy over the years. Three acclaimed former staff from the 1960s were invited to speak. Their reflections set the stage for a presentation by the author of the book *UNCTAD at 50: A Short History*. Complimentary copies of the book were made available and used in information packs along with fiftieth-anniversary-branded stationary during the anniversary week and subsequent events during 2014. The second event on 16 June was a round table with Secretary-General Kituyi to discuss the contemporary role of UNCTAD from a historical perspective.

66.   On the second day, a special session of the Trade and Development Board was addressed by the Secretary-General of the United Nations, the Vice-President of the Swiss Confederation and other high-level speakers. The conceptual emphasis on the past contributions of UNCTAD was followed by a consideration of its present and future roles on the morning of the third day with the opening of the Third Geneva Dialogue. Discussion about global inequality broadened later on the third day to look at its macroeconomic dimensions at the UNCTAD Public Symposium. This was followed on the fourth day with further Symposium panel discussions and simultaneous breakout sessions.

67.   The final main event of the official UNCTAD programme was a meeting that discussed remittances sent home by mobile phone technology. The event was innovative in its use of webcasting and social media. The debate was webcast live (ow.ly/ygapR), and a Twitter chat was moderated by the @ICT4DatUNCTAD account using the hashtag #MobileRemittance. The resulting tweets and the inputs from panellists were used to put together a #MobileRemittance storify at http://sfy.co/sZ2x. The #MobileRemittance hashtag has been used in further tweets to ensure consistency in future search results.

68.   Throughout the week, the anniversary events were complemented with a cultural programme reflecting the global reach of UNCTAD thinking and values.

69.   For example, an African film festival was held from 19–24 June at the Palais des Nations, featuring films from Burkina Faso, Chad, the Democratic Republic of the Congo Morocco, Mozambique, Tunisia and Senegal. The films gave a human touch to the issues, telling the stories between the lines of UNCTAD reports. The festival highlighted the potential of Africa's creative industry and pointed out that UNCTAD has been at the forefront of United Nations efforts to identify and harness the contribution of the creative industries to reducing poverty and fostering inclusive growth.

70.   The evening programme of the anniversary week featured a concert by the United Nations Orchestra, a performance by the Youth Symphony Orchestra of the Russian Federation and a performance of traditional Indonesian dances.

71.   All anniversary events were reported as news items for the UNCTAD website and several media outlets ran coverage, including the Inter Press Service news agency, the All Africa news service, the *Gulf Times*, *Le Temps* and the South–North Development Monitor. More than 150 clippings in the global media were generated.

2.   Other events

72.   The World Investment Forum held in Geneva on 13–16 October was branded an UNCTAD fiftieth anniversary event. As the biggest Forum yet, it confirmed the need for a global platform allowing for dialogue and action on the world's key and emerging investment-related challenges. The Forum attracted more than 3,000 participants from 150 countries, and heard 500 speakers at 50 events. These included high-level decision-makers from government, business, academia and civil society.

73.   This year's Forum included specific events for academia, capital market regulators, parliamentarians and the impact investment community. To cater to a broad range of stakeholders, the Forum partnered with 35 other organizations, secured funding and support from over 20 sponsorship partners and leveraged its media communications through partnerships with 11 global media partners. It was widely publicized on social media and the Internet (Twitter, a blog in partnership with CUTS International, a standalone website, webcasts, video content and a live photo stream). More than 320 tweets were sent during the Forum, generating over 100,000 views. The conclusion of strategic partnerships also allowed the Forum to be marketed online at no cost and in the print media, as well as on television channels such as CNBC. Additionally, the Forum was publicized through more traditional means in Geneva, including a large advertisement campaign, which helped boost the local audience and communicate the mandate of UNCTAD to the local community.

74.   UNCTAD's fiftieth anniversary year also featured a Raul Prebisch Lecture. Constituted in 1982, prominent thinkers in the field of trade and development have since given lectures at UNCTAD on topical issues. For the first time, the lecture was delivered by a sitting Head of State, the President of Ecuador. As part of the fiftieth anniversary communication plan, the lecture was conceived and organized to reach as many UNCTAD constituents as possible. Outreach, on a scale larger than is usual for UNCTAD events, extended to a web-based publicity campaign and the development of posters, banners and stands utilizing both fiftieth anniversary and Prebisch Lecture branding, which were placed in prominent locations. Special efforts were made to engage groups such as students from the Graduate Institute and members of the general public. Media coverage, especially by Latin American media, was high. The well-attended lecture was webcast live and generated much interest on Facebook and Twitter.

75.   The Group of 77 and China celebrated the twin fiftieth anniversaries of its establishment and the foundation of UNCTAD through a high-level event formally establishing the Gamani Corea Forum, a space for the free and frank exchange of ideas and debate between the diplomatic and intellectual communities in Geneva on key development issues. UNCTAD also contributed a chapter in a commemorative volume published by the Group of 77 and China to mark their fiftieth anniversary. Small island development States

also marked the anniversary with an event drawing attention to their unique circumstances and developmental priorities.

76. A number of events were organized around the world to recognize the work of UNCTAD. In April, the Secretary-General addressed a symposium event on 50 years of UNCTAD in Indonesia. Another commemorative event was organized with the Secretary-General's participation at the Astana Economic Forum in Kazakhstan in May. Throughout the year, senior staff delivered presentations in Halifax, Istanbul, Geneva, and other locations.

3. Special initiatives

77. In November 2013, the Secretary-General launched the Geneva Dialogue, an open and informal dialogue among the Geneva community of member States, civil society, international organizations and the private sector aimed at giving a breath of fresh air into the formulation of the post-2015 development agenda. The dialogue format allowed members to freely exchange ideas and better appreciate mutual interests. In 2014, the Secretary-General convened a further two dialogues on the post-2015 sustainable development agenda and the road from Bali, and a third in June, held as part of the fiftieth anniversary celebration entitled "Trade as a Means of Implementation of the Sustainable Development Goals".

78. With respect to outreach and communication for the dialogues, UNCTAD targeted Geneva-based non-governmental organizations with trade and development focus, academia (the Graduate Institute, the World Trade Institute and the University of Geneva) and colleagues of other Geneva-based organizations associated with socioeconomic development. Each of the Geneva Dialogues attracted about 300 participants. Some of the presentations were made available on the UNCTAD website. The substance of the dialogues was later relayed by the Secretary-General in follow-up meetings with senior United Nations staff and delegates at Headquarters in New York.

79. Partnering with global communication initiatives allows an organization such as UNCTAD to project messages through world-wide networks and media outlets, which capture a global audience, usually beyond the reach of individual organizations. A successful example was UNCTAD's partnering with the first United Nations Geneva-staged TEDx talk on 11 December. Speakers were invited to share their experiences based on their relationship with Geneva-based international organizations. A woman entrepreneur from Uganda, a beneficiary of the Empretec programme, was selected among 11 speakers to address the highly publicized event. The TEDx talk was presented before a live audience of more than 1,900 people and webcast live. Social media outreach and media attention accompanied the event.

II.   Publications

A.   Trends in output

80. In accordance with the Accra Accord and as reaffirmed in the Doha Mandate, and further to efforts throughout the United Nations system to streamline publications, UNCTAD sought to further enhance quality and respond more effectively to the needs of member States. Some 225 publications in the 2008–2009 biennium, about 200 in the 2010–2011 biennium and about 185 publications in the 2012–2013 biennium illustrate the trend in publications output. Approximately 180 publications are projected for the 2014–2015 biennium.

B. Planning and managing publications

81. 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 faced by developing countries and providing practical solutions and policy options. The production of major reports was staggered to better promote each study. All publications were subject to multiple quality-control processes and policy clearance to ensure consistency and monitor quality. Before releasing this year's flagship publications in particular, the secretariat made extensive use of peer reviews, which added valuable regional and national perspectives.

82. The secretariat has played an active role in reviewing revised procedures for the planning and processing of publications put forward by the Publications Board in at United Nations Headquarters, which include some centralization of decision-making. The UNCTAD secretariat and several other entities have been advocating for a reasonably decentralized approach that would be compatible with the ultimate accountability of department heads, such as the Secretary-General of UNCTAD, to deliver the approved programme of work. At the same time, the secretariat has advocated strongly in favour of a flexible approach that would allow prompt response to emerging challenges and the changing priorities of members States.

83. The Publications Committee chaired by the Deputy Secretary-General is responsible for planning and managing UNCTAD publications. The Committee takes a holistic life-cycle view of UNCTAD publications, monitoring all stages of the publication process to ensure coherence among the publications. A revised clearance policy for all publications went into effect on 1 December 2014, the purpose being to increase effectiveness by streamlining policy clearance, while ensuring the highest standards and adherence to the Organization's mandate, policies and priorities.

84. Translation of publications is an important tool for the dissemination of UNCTAD research and analytical materials. The limited number of publications being translated and long translation times continue to be a challenge, owing primarily to the limited resources for translation of UNCTAD documents by the United Nations Office at Geneva. The secretariat works closely with Conference Services to ensure that the translation of publications, especially flagship reports, is made within a reasonable time.

85. Contacts have taken place at various levels, including with senior officials from the Department for General Assembly and Conference Management at United Nations Headquarters, with a view to agreeing on a mutually suitable arrangement. The secretariat seeks to secure a level of flexibility that would allow managing translations of its publications in sync with the evolving needs of member States.

86. With these concerns in mind, the secretariat continued to implement measures to ensure broader dissemination of publications in the official United Nations languages. These measures include reducing the length of publications and limiting them to 100 pages, and submitting for translation overviews of major UNCTAD reports. Extrabudgetary funds were also mobilized to ensure the translation of some key publications.

C. Relevance, coherence, innovative character and quality of publications

87. In 2014, the year of the fiftieth anniversary of UNCTAD, the publications of the Organization focused on trade and development issues that led to its establishment. The research and analysis work of UNCTAD continued to emphasize member States' needs to sustain economic recovery in the aftermath of the global economic and financial crisis, and to promote more inclusive and sustainable growth and development, including in the context of informing intergovernmental discussions regarding the enabling role of international trade and investment in the post-2015 development agenda and sustainable

development goals. In 2014, analytical outputs focused on key issues in international trade as they relate to developing countries in particular, competition law and policy, services policy, greening trade policies, investment, information and communications technology, gender issues and maritime trade, among others.

1. Flagship publications

88. Flagship reports remain the main analytical and research product of UNCTAD. The following flagship publications were issued during the reporting period: *Trade and Development Report, 2014*; *Economic Development in Africa Report 2014*; *The Least Developed Countries Report 2014*; *World Investment Report 2014*; and *Review of Maritime Transport 2014.*

89. The *Trade and Development Report 2014* entitled: *Global Governance and Policy Space for Development*, examines the health of the global economy and asks whether current conditions and policies are fit to sustain growth and support an ambitious development agenda after 2015. The *Report* calls for more policy coordination at the global level and more policy and fiscal space for developing countries to pursue an inclusive and sustainable trade and development agenda. It also reflects on the seventieth anniversary of the Bretton Woods Conference and the fiftieth anniversary of UNCTAD, and their efforts to make multilateralism more inclusive.

90. *The Economic Development in Africa Report 2014: Catalysing Investment and Transformative Growth in Africa* underscores the need to enhance the contribution of investment to growth by boosting investment rates, improving the productivity of existing and new investments, and ensuring that investment goes to strategic and priority sectors deemed crucial for economic transformation. It also stresses the importance of strengthening linkages between local and foreign enterprises, stemming capital flight to release more resources for investment, using aid to stimulate investment and fostering international trade to boost investment. In each these areas, the report emphasizes the need for policy coherence at the national and international level.

91. *The Least Developed Countries Report 2014: Growth with Structural Transformation – A Post-2015 Development Agenda* explores the least developed countries paradox: the combination of rapid economic growth with slow poverty reduction and limited progress towards human development goals. If the lessons learned during the implementation of the Millennium Development Goals are not heeded, these countries will not be able to meet the much more ambitious proposed sustainable development goals.

92. The *World Investment Report 2014: Investing in the Sustainable Development Goals – An Action Plan* outlines a strategic framework for private investment in the sustainable development goals that addresses a number of challenges facing private investment in developing countries. The Report proposes an action plan that presents a range of policy options and a focused set a policy packages that can help shape a big push for private investment in sustainable development.

93. The *Review of Maritime Transport 2014* provides an authoritative analysis of seaborne trade, the world fleet, freight rates, shipping finance, liner shipping connectivity and port traffic, backed up with current statistics. In addition, it describes recent trends in the legal and regulatory environment for international maritime transport. A special chapter in the 2014 issue focuses on maritime transport challenges for small island developing States.

2. Other publications

94. A publication issued jointly by the International Labour Organization and UNCTAD, titled "Transforming Economies: Making industrial policy work for growth, jobs and development" presents nine case studies of countries across the development spectrum, from sub-Saharan Africa to the United States. Practical lessons and fundamental

principles for industrial policy design and implementation can be helpful to policymakers and practitioners in making industrial policy work for growth, jobs and development.

95.   The Virtual Institute book titled *Trade Policies, Household Welfare and Poverty Alleviation: Case Studies from the Virtual Institute Academic Network* is the outcome of a three-year capacity-building project for researchers in developing and transition countries. Taking a novel collaborative approach between academics and policymakers, it examines the impact of trade policy on poor people in eight countries.

96.   Several key reports on international trade were produced in 2014: *Key Statistics and Trends in International Trade 2014; The global biofuels market: Energy security, trade and development* (UNCTAD Policy Brief No. 30); *Who is Benefiting from Trade Liberalization in Rwanda? A Gender Perspective;* and *The Road from Rio+20: Towards Sustainable Development Goals (2012–2014)*;

97.   UNCTAD carried out a number of services policy reviews for Uganda (Phase II), Lesotho, Rwanda, Peru and Nicaragua. In response to a request from the Government of Jamaica, UNCTAD issued a study entitled "*Trade Policy Framework of Jamaica*", aimed at strengthening the country's self-sustainable national institutional capacities on trade policy, implementation and negotiations.

98.   In the area of competition law and policy, country reports for the Philippines, Namibia and Seychelles were prepared. These were reviewed during the meeting of the Intergovernmental Group of Experts on Competition Law and Policy in July 2014.

99.   With regard to trade, gender and development, UNCTAD carried out country case studies on the Gambia and Rwanda. These studies offer countries concrete policy guidance on how trade policy can promote gender equality. Another UNCTAD publication, "Looking at trade through a gender lens", summarizes seven country studies on trade and gender carried out by the Organization between 2011 and 2014 and presents their findings. Further, UNCTAD issued a policy brief that emphasizes the systemic constraints to inclusive and gender-redistributive growth. It also produced a first-of-its-kind teaching package on trade and gender that includes a two-volume publication, a set of multimedia presentations and an online course.

100.   Under its Trust Fund on Iron Ore Information, UNCTAD continues its yearly publications of the *Iron Ore Market Report* and *Iron Ore Statistics*, which provide the only authoritative, up-to-date, accurate and comprehensive information on developments in the world iron ore and related markets, including statistical data and analyses. Like its predecessors, *The Iron Ore Market 2012–2014* contains detailed reviews and data on iron ore production, trade, freight rates and prices, as well as an outlook for the 18 months ahead.

101.   The study entitled *The New Frontier of Competitiveness in Developing Countries – Implementing Trade Facilitation* consolidates results from 26 national trade facilitation implementation plans to help assess the progress achieved in the implementation of the Agreement on Trade Facilitation. The report is intended to serve as a guidance tool for trade facilitation policymakers at the national, regional, and multilateral levels in both developed and developing countries.

102.   Under its work programme on research and analysis on commodities and trade-related issues of importance to commodity-dependent developing countries, UNCTAD continues to produce thematic reports aimed at policymakers and other stakeholders. The latest issue of the *Commodities at a Glance Report* series focuses on the rare earths metals group of commodities, providing a unique source of otherwise scattered information on rare earths markets. The Pan-African Cotton Road Map, developed in consultation with a wide range of stakeholders within and outside Africa, is a continental strategy to strengthen regional cotton value chains for poverty reduction and food security. The study on the 2014 United States Farm Bill and its implications for cotton producers in low-income developing

countries analyses the potential implications of the Bill for cotton prices worldwide and its impact on cotton producers in low-income developing countries.

103. As part of its mandate on trade logistics, UNCTAD carries out substantive research and analysis on a wide range of legal and policy issues affecting transport and trade including issues related to maritime and supply-chain security. In August 2014, a two-part report entitled "*Maritime Piracy*" was published, outlining recent trends in maritime piracy and related crimes and providing an overview of the contemporary international legal regime for countering piracy and identifies key examples of international cooperation and multilateral initiatives to combat piracy.

104. The online database *UNCTADStat* continues to provide policymakers and other stakeholders with relevant data on world trade, development, FDI, international financial flows and the liner shipping connectivity index to inform their empirical analyses and decision-making. This database is complemented by the annual *UNCTAD Handbook of Statistics*. In 2014, a new time series on the ownership of the maritime fleets was incorporated. Several maritime statistics that used to be included in the *Review of Maritime Transport* as statistical annexes have been entirely moved to online data tables.

105. An online investment information system within *UNCTADStat* provides detailed investment profiles for 142 economies and investment fact sheets for 188 countries. In 2014, UNCTAD launched a new product, Bilateral FDI Statistics, which provides up-to-date and systematic FDI data for 206 economies around the world, covering inflows, outflows, inward stock and outward stock by region and economy.

106. The study "The fisheries sector in the Gambia: trade, value addition and social inclusiveness, with a focus on women" was a joint publication of UNCTAD and the Enhanced Integrated Framework. The study was produced in the framework of the update of the Diagnostic Trade Integration Study of the Gambia.

107. Other joint publications include the following: *Millennium Development Goal 8: The State of the Global Partnership for Development – MDG Gap Task Force Report 2014*; *The Millennium Development Goals Report 2014*, a joint publication on trade-related issues led by DESA; *World Tariff Profiles 2014* (a joint publication of WTO, the International Trade Centre and UNCTAD); World Economic Situation and Prospects 2014 (with DESA); and The Oceans Economy: Opportunities and Challenges for Small Island Developing States (with the Commonwealth Secretariat).

D. Optimal dissemination of publications

108. A proper balance between traditional paper-copy dissemination and dissemination based on information and communications technologies remains the focus of the secretariat's attention. The demand for paper publications, particularly in some developing countries where Internet access is limited, remains considerable. 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 the World Investment Network to disseminate its analytical products.

1. Enhanced availability of e-publications

109. Some examples illustrate the changes in availability of e-publications that are under way. The Virtual Institute's full text-searchable online library is boosting online dissemination. Publications on trade-related issues continue to be regularly disseminated electronically through networks such as the Social Science Research Network. The Virtual Institute Quarterly Newsletter is sent out electronically to approximately 5,400 subscribers, and the Transport Newsletter, to about 3,000. Subscription is free at vi.unctad.org and www.unctad.org/transportnews.

110.	The Transport Newsletter is distributed with the help of specialized software, through which it is possible not only to measure downloads, but to identify which article is the first that a reader clicks on. This allows UNCTAD to better understand readers' interests and target future work and articles accordingly.

111.	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. An analysis of the launch of the *World Investment Report 2014* showed that a large majority of members of the network accessed the report from the communication e-mail they received, and many UNCTAD Investment Twitter account followers accessed the report from UNCTAD tweets.

112.	Another e-publication, the ASYCUDA Newsletter, is now in its fourth year. It targets the ASYCUDA user community and all those wishing to learn about the evolution of the system and its implementations around the world.

## 2.	Press launches for major publications

113.	During the reporting period, UNCTAD organized 96 press conferences worldwide to launch 11 reports and publications.

114.	A tailor-made dissemination strategy is developed for each publication. 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.

115.	Media tours were organized in London and Paris for most flagship reports. BBC, CNN, *The Guardian*, *The Times* and the *Financial Times* (London), as well as *Le Monde, Le Figaro, Les Echos, Jeune Afrique,* and Radio France International (Paris) were among the media that carried out interviews of UNCTAD economists during these press campaigns.

116.	The *World Investment Report 2014* was launched in June at 41 press conferences worldwide and generated considerable attention from the media.[3] Some 1,651 news articles were captured by the Organization's search engines and several live interviews were carried out.

117.	The *Economic Development in Africa Report 2014* was launched in Cameroon, Ethiopia, Ghana, Senegal, South Africa, Switzerland, Uganda, and Zimbabwe in July. Some 120 press articles and interviews, both on television and radio, highlighted the findings of the report. It was also presented in Angola, Benin and Gabon. The Economic Policy Research Centre at Makerere University Kampala (Uganda), the Industrial Development Corporation of South Africa, the Third World Network, and UNDP collaborated with UNCTAD in launching the 2014 edition.

118.	The Report on assistance to the Palestinian people was launched in September in press conferences in Switzerland, Egypt and the State of Palestine. UNCTAD search engines collected 178 articles related to the study.

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[3]	Argentina, Austria, Bahrain, Bangladesh, Belgium, Brazil, Chile, China, Egypt, Ethiopia, Germany, Ghana, Honduras, Hungary, India, Indonesia, Italy, Jamaica, Kenya, Kuwait, Lebanon, Malaysia, Mexico, Pakistan, Peru, the Philippines, Poland, the Russian Federation, Senegal, Slovenia, South Africa, Spain, Suriname, Switzerland, the United Republic of Tanzania, Thailand, Trinidad and Tobago, Tunisia, Turkey, the Bolivarian Republic of Venezuela and Zimbabwe.

119.   The *Trade and Development Report 2014* was launched at 14 press conferences in September.[4] Some 408 clippings, including three press releases, featured information on the report. Among the interviews was an appearance on BBC World Service by the Director of the Division on Globalization and Development Strategies.

120.   *The Least Developed Countries Report 2014* was launched at 23 press conferences[5] worldwide, with the participation of a number of government officials. Interest in the report led to 167 press articles and various interviews. The report was also presented in the Democratic Republic of the Congo, Equatorial Guinea, Guinea Bissau, Italy, the Lao People's Democratic Republic, Lesotho, Madagascar, Mozambique, Myanmar, Nepal, Senegal, Thailand, Timor-Leste, the United Kingdom and the United States.

121.   Other press conferences were organized at the Palais des Nations to promote the fiftieth anniversary of UNCTAD, the World Investment Forum, the Global Commodities Forum and two issues of the *Global Investment Trends Monitor*.

122.   A presentation of the Report on UNCTAD assistance to the Palestinian people (TD/B/61/3, 7 July 2014) was made at the sixty-first session of the Trade and Development Board (15–26 September 2014). A press release that accompanied the launch took account of events in the Occupied Palestinian Territory between 8 July and 26 August 2014, which post-dated the period covered by the report itself, roughly June 2013 to June 2014, because of the events unfolding on the ground. At the session, all member States who made statements thanked UNCTAD for the timely and informative content of the press release. Due to the summer's events, media interest in the report also ran high, registering an increase in clippings over previous years.

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[4] Argentina, Brazil, China, Egypt, Ethiopia, India, Italy, Kenya, South Africa, Switzerland, Thailand, Turkey, the United Kingdom of Great Britain and Northern Ireland, and the United States.

[5] Angola, Bangladesh, Belgium, Burkina Faso, Burundi, Canada, China, Comoros, Ethiopia, France, Ghana, Kenya, Malawi, Rwanda, Sao Tome, South Africa, Sudan, Sweden, Switzerland, the United Republic of Tanzania, Togo, Uganda and Zambia.