

International Trade Centre  
Export Impact for Good

Case for Support 2013-2016



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## Introduction

The purpose of the Case for Support is to deliver a clear understanding of ITC's mandate and vision, and of its capabilities and potential as a partner for development-oriented export growth in least developed and developing countries.

The document is to be viewed as a pragmatic entry point for further discussions with donors on opportunities for large-project funding and generation.

The Case for Support includes an introduction to ITC's large project portfolio, with examples illustrating how large multi-year programmes have enabled ITC to improve delivery for greater development impact. The Annex or Tool Box also provides donors with a selection of project idea components that are currently being developed in response to requests for export development assistance, and a list of countries and regional economic actors that have solicited ITC's services in recent months.

Donors may want to join in multi-donor funding of ongoing programmes. Customized programmes can also be formulated in consultation with donors to align their broad development objectives with specific beneficiary needs.

# I. About ITC

## Our Mandate

As a UN-WTO agency, ITC delivers technical assistance programmes focusing on export development. To achieve greater impact in developing countries, ITC works directly with SMEs and indirectly through Trade Support Institutions (TSIs) and policymakers. With more than 47 years of experience as a trade-related technical assistance (TRTA) agency, ITC has developed a five-pronged approach to:

1. Improve the availability and use of trade intelligence – building awareness
2. Enhance trade policies for the benefit of exporting enterprises
3. Strengthen TSIs and develop capacity building tools for SMEs
4. Strengthen the export competitiveness of SMEs to better respond to market opportunities
5. Mainstream inclusiveness and sustainability into trade promotion and export development

## ITC is 100% Aid for Trade

ITC covers 3 of the 5 work areas in the Aid for Trade Agenda:

- Trade Development
- Building Productive Capacity
- Trade Policy and Regulations
- (Trade Related Infrastructure)
- (Trade Related Adjustment)

ITC's Strategic Objectives:



## Converting Opportunities into Results

### Building the environment for success ...

ITC enables developing countries to access economic intelligence and act on global markets while facilitating the dialogue between the private and public sectors, for exports development. We bring broad trade insights to develop opportunities offered by trade agreements with a view to improve global competitiveness and promote regional trade integration. We engage local trade support institutions and regional economic actors with global resources for export success. We build ownership by demonstrating the value of collaboration for all local interest groups.

### Connecting enterprises to export markets ...

ITC enables potential SME exporters to connect to markets and convert opportunities into export growth. We help SMEs unlock the economic potential of global and regional value chains through local sourcing, product diversification and specialization, and quality control in sectors where they can develop a competitive advantage.

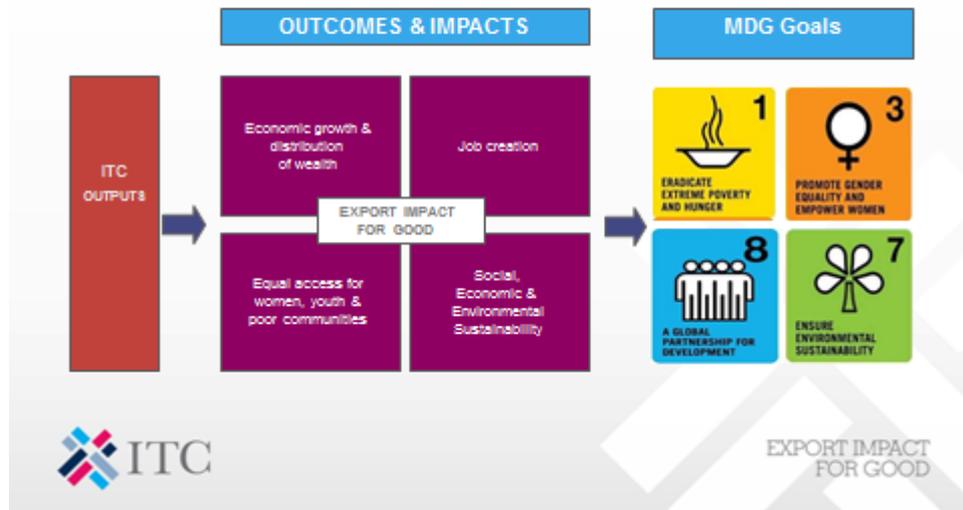
## Delivering long-term tangible impact ...

ITC's overarching objective is to impact development through the achievement of the MDGs by ensuring that quality exports and better trade contribute to the growth of the economy and translate into entrepreneurial opportunities, wealth creation, and community development. We capitalize on our partners in the field to deliver integrated solutions for export impact for good.

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## ITC's mission: Export Impact For Good

We focus on the promotion of export growth for development impact



### By growing exports we:

- facilitate profitable SME generation
- create jobs, with special focus on women and youth
- empower women in business and communities
- promote green export opportunities and help communities be more environmentally effective
- improve livelihoods and community development

## RBM for Increased Transparency and Accountability

Over the last five years ITC has substantially improved the volume and the quality of its delivery. Its governance and operating model have been revisited, starting with the mainstreaming of results-based management (RBM) principles across the organisation. This has translated into more transparent resources allocation, enhanced decision making and reporting mechanisms, and the embedding of quality assurance in project design.

These milestones were critical steps in moving towards achieving greater impact in our TRTA initiatives and have laid the foundation for the progressive implementation of ITC's new corporate strategy. The Strategic Plan 2012-2015 and new corporate logframe engage the organization in a significant leap forward to meet the highest standards of stakeholder expectations for results-based management and increased transparency and accountability.

As of March 2013 donors will have online access to ITC's Development Results Webpages (RBM Dashboard) where all ITC projects are recorded live with a clear indication of progress in the implementation of corporate outcomes, and updated costing of project outputs to progress throughout 2013.

## II. ITC's Large Project Pipeline

### Large Multiyear Programmes for Greater Development Impact

ITC's first cycle of large multi-year programmes was launched in 2008 with the full support of our governing bodies, the Joint Advisory Group (JAG) and the Consultative Committee of the ITC Trust Fund (CCITF). The shift of the Organization towards large integrated multi-year programmes has enabled us to improve the strategic focus of our project portfolio. Large multi-year programmes ensure greater impact, thanks to greater consistency in needs assessment, planning, implementation, evaluation, and results measurement, while also lowering transaction costs and allowing economies of scale.

Independent mid-term evaluations have confirmed that large programmes are more efficient, motivate a higher level of stakeholder engagement and are likely to achieve greater development impact by:

- Up-scaling projects with high impact potential
- Integrating projects for greater coherence and sustainable outcomes
- Providing the scope for greater focus on inter/intra-regional trade
- Mainstreaming MDGs into ITC's operation: Women and Trade, Poor Communities and Trade, Trade and the Environment
- Developing the evaluation function for greater transparency and continuous learning

In May 2012 the Joint Advisory Group confirmed the strategic importance of large programmes for the sustainability of ITC's impact oriented strategy. There was a wide call for renewed support from donors for the regeneration of ITC's large projects pipeline. It was also suggested that the organization explore possibilities of multi-donor funding for large programmes and further develop partnerships, including public-private partnerships, to increase volumes and impact of its delivery.

ITC's large programmes are defined by size and their pluri-annual character (targeted annual budget of USD 2.5 million and above over 3 years), by their high replication potential (sequencing and phasing), and by a multidimensional approach that brings various expert components together to address challenges at enterprise, TSI and policy levels simultaneously with a view to achieve a customized impact objective.

Lessons learned from the first generation of large programmes show that the successful model brings:

- Involvement of local stakeholders in programme design, co-implementation, and financial commitment of counterparts for delivery
- Involvement of donors in project design, management oversight and quality assurance
- A growth delivery model based on value for money relying on local consultants, lower transaction costs, and economies of scale
- A continuous learning process supported by lessons learned from independent mid-term evaluations
- Design of next phases of programmes in close collaboration with partner TSIs, beneficiary governments, and donors

### Needs Assessment to sharpen impact focus

ITC's corporate shift towards large programmes goes hand-in-hand with a more systematic approach to country and regional needs assessment. We have therefore invested in the development of a comprehensive needs assessment and project design methodology. The needs assessment frames a dialogue with political and business leaders around a country's or a region's main development objectives and defines ITC's role in achieving these strategic goals.

The project design method generates concrete support packages in form of large projects or programmes. The objective is to bring together ITC expertise in results-oriented sets of interventions around key impact areas. This new approach to needs assessment and project design generates important effectiveness and efficiency gains:

- Increased effectiveness is achieved through commonly defined development objectives that lead to stronger project ownership by country and regional counterparts and as a result of maximized synergies with other actors. The methodology also puts to effective use the assessment work carried out in the context of export strategies, NTM surveys and other ITC services.
- Increased efficiency comes from a structured process and supporting tool-kit for needs assessment and project design. It allows for a clear division of labour, improves organisational learning, and facilitates resource mobilization. As a result we are able to reduce time and costs for designing needs-driven and innovative TRTA solutions.

The methodology is being rolled-out and fine-tuned in 2013. The point of departure is to formulate, together with local stakeholders, a clear vision and roadmap for long-term cooperation. Based on commonly defined impact areas, large and concerted interventions will be designed. ITC programmes are not only larger but more focused and better aligned. Ultimately, the process aims at making optimum use of trade-related technical assistance for boosting sustainable human development as set out in the MDGs.

## Ongoing large programmes

Around 36% of the 2013 project portfolio is made up of large programmes. This is the lowest proportion since 2009 and is indicative of the transition phase between programme closure and the launch of new programmes expected in 2013. A pipeline of large projects is currently under development and discussions on the next phase of several large programmes have advanced well.

The following examples are an illustration of how multiyear programmes have enabled ITC to improve delivery for greater development impact. They include information on where we currently stand regarding the design of the next phase of programmes, and information on ITC's current funding needs.

### III. Developing Inclusive Regional Value Chains

#### Regional Integration with a Global Reach

<b>Duration:</b>	5 years
<b>Total value:</b>	USD 60 million
<b>Donor:</b>	multi-donor
<b>Regions:</b>	Multi-programme approach to be implemented in Sub-Saharan Africa, ASEAN, Central America, the Caribbean

#### Background

The stalled Doha negotiations have resulted in a loss of confidence in the multilateral trading system and a proliferation of regional and bilateral trade agreements. A network of new “South-South” trading routes connecting Asia, the Middle East, Africa and Latin America is emerging. “South-South” connections are set to revolutionize the global economy and trade while capital flows between emerging areas of the world could increase tenfold in the next forty years.

The scale of the opportunity is huge in part because the “economic borders” – tariffs, restrictions on migration, hostility - between emerging nations today are still high. Removing these “borders” won’t be easy but work is already underway with ASEAN set to become a common market by 2015, and the largest trading block. Emerging nations will have to invest heavily in hard and soft infrastructure if they are to realize the benefits of regional integration, particularly Africa, Central America and the Caribbean where regional trade is lagging behind the rest of the world.

#### Objectives

To apply and expand regional successes and lessons to the global level, the present proposition suggests engaging in a new phase of cooperation with donors and beneficiaries, capitalizing on the knowledge and know-how acquired from the Programme for Building African Capacity for Trade (PACT) II, the Netherlands Trust Fund (NTF) II aimed at enhancing sector export competitiveness, and the Enhancement of Arab Capacity for Trade Programme (EnACT) which has enabled ITC to design and implement an innovative regional export development programme focusing on social inclusion through business success of SMEs. Recent mid-term evaluations have endorsed the approach and impact of these three programmes, which are coming to an end in 2013.

Four different elements have been identified in regional integration, which will be developed and applied in different parts of the developing world:

1. One will focus on reducing national and regional non-tariff barriers and other obstacles to trade.
2. A second one will address weaknesses in functional areas, such as trade intelligence, trade facilitation, and rationalizing business decisions for value chain efficiency.
3. The third will ensure the integration of National Export Strategies into Regional Export Strategies.
4. The fourth cross-cutting element which underlies the thrust for the three other approaches will be inclusiveness, with particular focus on integrating youth and women, and promoting sustainable agriculture and food security. Special attention will be given to fragile states, countries undergoing political transition, and regions in post-conflict situations but with political commitment to regional integration.

The overarching goal is to create a new standard for innovative regional approaches to trade promotion and development.

#### An innovative 3-step approach applied globally

Programmes developed under this global approach will work to foster regional integration using an innovative 3-step approach reflecting the following intervention logic:

1. Identify appropriate value chains with potential for increased regional trade
2. Identify the constraints to those value chains, and make recommendations to overcome these constraints
3. Support regional partners to implement selected recommendations

The 3-step approach will allow for varied emphasis on different clusters in accordance with specific needs of identified regional/sector value chains.

**Step 1: Selection of value chains for targeted assistance**

The diagnostic analyses will proceed using the following criteria:

1. Existing intra-regional trade
2. Potential for increasing intra-regional trade – analysing the complementarities between factors of production
3. Women’s employment / potential for youth employment duly assessing the availability of skill sets/ and potential for environmental sustainability and food security

**Step 2: Analysis of the targeted value chains to identify issues and develop solutions and recommendations at different levels**

<p><b>Fostering coherence of trade policy and regulations across the value chain</b></p> <p>Encompassing those policies and regulations that directly affect costs and efficiency, such as:          Tariffs and NTMs on imported inputs          Border crossing efficiency          Market access for regional trade          General business environment conducive for investment</p>	<p><b>Rationalising business decisions of SMEs</b></p> <p>Cost efficient sourcing of inputs          Niche marketing strategies          Intellectual property strategy          - branding strategies          accessing new technology: licensing, joint ventures, etc.</p>	<p><b>Promoting shared value through intermediation of big-small business engagement</b></p> <p>Equitable and fair contractual obligations          Skill up-gradation          Technology up-gradating support</p>
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The effect of existing policies/practices and suggestions for reforms will separately assess their impact on women, youth and environmental sustainability.

**Step 3: Provide advisory support / capacity building to address specific issues arising from the outputs of step 2**

A. Coherence of trade policy and regulations cluster will encompass the following areas

<p><b>Rationalisation of export strategies/ trade policies and regulations</b></p> <p>aligned (not in conflict) with the objective of developing export competitiveness and establishing investor friendly environment</p>	<p><b>Regulatory impact assessment to ensure that:</b></p> <p>Domestic regulations in services are simplified based on ‘necessity’ test          Infrastructure services are regulated through ‘pro-competition’ principles          General business environment is conducive to private investment</p>	<p><b>Trade facilitation</b></p> <p>Bottlenecks are addressed after thorough needs assessment</p>	<p><b>Technical barriers to trade addressed through:</b></p> <p>Facilitating compliance through accreditation of laboratories and skill up-gradation          Mutual recognition of compliance procedures</p>
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B. Rationalising business decisions cluster will encompass institutional (trade support institution) strengthening in key areas. An existing institution which has the potential to absorb technical assistance will be identified and strengthened to provide region wide services. This will result in economies of scale in technical assistance services. This will also help in bringing about the regional integration culture by developing their stake in the process.

C. Promoting shared value cluster will encompass regular meetings between the dominant value chain controller and small suppliers into the chain, with ITC intermediations, to bring about business to business relationship for addressing specific equity related, skill and technology up-gradating issues.

## Subjects of focus based on preliminary discussions with regions

This 3-step process will be rolled out across the next phases of existing large programmes and new initiatives in Sub-Saharan Africa, as well as new initiatives in ASEAN, Central America, and the Caribbean. ITC has extensive experience of working in these regions, and a number of projects underway, some more advanced than others. While in some regions it may be appropriate to start from the beginning of the process (Step 1), in others ITC will build on its existing work to intervene further down the intervention logic (Steps 2 and 3).

The multifaceted approach builds on the strategies already being pursued by countries in these different regional groupings. The purpose is to complement/support existing initiatives to enable regional partners to deliver on their intentions and develop projects to support the private sector, particularly SMEs, as key-actors in the promotion of intra- and inter-regional trade. The themes that have been identified so far based on the needs expressed by beneficiaries are the following:

1. Regional integration via NTM surveys and follow up action: Sub-Saharan Africa, North Africa, ASEAN, Central America
2. Regional approaches to strengthening trade support functions, such as trade intelligence: Sub-Saharan Africa, Central America
3. Regional export strategies – design and implementation: Caribbean, East African Community and Southern Africa
4. Sector development with particular emphasis on youth, gender, and food security when applicable – crosscutting

## Fertilization across regions and projects

Programmes developed under this approach will be managed in an integrated manner so as to ensure cross-fertilization. Projects will be integrated under a single logframe to ensure that inter-regional inputs contribute to an innovative approach aimed at promoting inclusive regional value chains worldwide.

Cross-fertilization will play a key role, from programme design to implementation, as well as in reporting. This will be facilitated by ITC's matrix organization, which combines technical knowledge and regional expertise, and permits diffusion and up-scaling of best practices and lessons learned throughout technical, functional and geographic networks.

The sequencing of phases will vary depending on regional priorities as confirmed by needs assessment, the level of intra-regional trade, and work previously carried out.

## Partnership Approach to Programme Implementation

As a general rule ITC implements programmes in partnership with local institutions, both formal and informal, at country and regional levels to ensure programme sustainability. Building on past experiences (for example PACT II), ITC will promote a multiplier approach whereby partner institutions with a competitive advantage will be identified and capacitated to provide business support services using ITC's methodology.

ITC will also explore the potentialities of Private Public Partnerships (PPPs) with regard to shared value in the field, and in support of crosscutting themes – gender, youth, environmental sustainability, food security.

## Youth, Gender, Environmental Sustainability applied across all regional initiatives

While gender is mainstreamed across all ITC activities, the next generation of programmes will focus on mainstreaming youth and environmental sustainability as well. As a direct consequence of such mainstreaming strategies, ITC will carry out a series of activities aimed at integrating youth, women, and environmental sustainability in regional value chains.

**Youth :** The Arab Spring highlighted the extent to which youth unemployment can be a security threat to the social, economic and political stability of entire regions. While governments are increasingly putting youth concerns at the heart of the development agenda, a lot more remains to be done. Both governments and international partners have begun to commit to engage young people in all aspects of their programs and initiatives targeting job creation and economic development.

One of the key achievements of the EnACT programme, which focused on increasing the competitiveness and employment of exporting SMEs has been its success in connecting Morocco's, Tunisia's, and Egypt's priority sectors - e.g. leather products, handicrafts, jewellery and home decoration - with international buyers, generating new orders which have contributed to job creation. A large proportion of income generated and jobs created has benefited women entrepreneurs, particularly the younger generation.

Building on lessons from EnACT, the programmes developed under this approach will help integrate youth into export development by developing national and regional approaches for job creation through trade enhancing strategies. The general approach to mainstreaming youth will be to:

1. Identify youth-related needs through National Export Strategies in pilot countries, and
2. Develop services required to include youth in export development based on the needs identified

**Women:** As part of PACT II, the ACCESS! Programme for African Businesswomen in International Trade empowered trade support institutions to offer sustainable export development services for women-owned SMEs. Activities were carried out at national level through local export training for women in selected sectors, customized business counselling services, as well as national networks of experts. As a result, African business women have benefited from new market opportunities and are able to position offers which meet international buyers' requirements. Lessons learned from these strategies will help in focusing attention on export development for women entrepreneurs at the regional level as a crosscutting theme of all ITC's regional programmes.

ITC will develop a matrix of country obstacles and possible solutions, with a view to design specific tools for job creation, which will feed into innovative national and regional export strategies. ITC has successfully piloted and mainstreamed such an approach for women in trade in national export strategies. An approach still needs to be developed at the regional level, particularly to address the needs of young women.

**Environmental sustainability:** ITC will mainstream sustainability across the regional initiatives undertaken under this approach. The proposed methodology comprises the following three steps:

1. Market opportunity studies that give an overview of opportunities for environmental niche regional markets
2. An assessment of the environmental costs and benefits of trade (greenhouse gas emissions, biodiversity loss, and local air and water quality impacts) according to the framework of scale, income and technology effects, and identification of capacity building needs to mitigate negative environmental impacts. The assessment will include considerations of climate resilience of productive sectors engaged in regional trade.
3. An assessment of the environmental provisions in regional trade agreements and the capacity building needs around those provisions.

## Outlook

Based on preliminary needs assessment and the many requests from regional groupings and institutions (African RECs, ASEAN, SIECA, and the Caribbean Export Development Agency) ITC is in a position to agree on an immediate course of action for 2013.

Several donors including, CIDA, DFID, SIDA and Finland have indicated interest in supporting a large multi-donor programme targeting regions across Sub-Saharan Africa. The estimated budget for such a programme is USD 30 million over 5 years. This large integrated programme would build on the results and lessons learned from PACT II, NTFII, AAACP, and EnACT, the results and future prospects of which are highlighted in the following pages under *Existing Programmes/ Successor Programmes*.

ITC has started working on a number of projects focusing on regional integration in other regions as well. Canada has expressed an interest in funding the first phase of a global programme which will integrate multiple regional activities under one overarching logframe. Other donors are invited to contribute to the creation and future development of this unique catalytic "inter-regional" programme with a global ambition.

## EXISTING PROGRAMMES / SUCCESSOR PROGRAMMES

### Programme for Building African Capacity for Trade (PACT) II

**Duration:** Jul 2008 - Mar 2013  
**Total value:** CAD 20 million  
**Donor:** Canada  
**Region:** Sub-Saharan Africa

#### Objective

The overarching goal of PACT II, the backbone of ITC's contribution to the Aid for Trade agenda in Africa, is to support the continent's regional integration efforts through trade development and promotion within three target regions: COMESA, ECCAS and ECOWAS. The programme aims at strengthening the capacity of African regional and national institutions to enhance market linkages, export competitiveness and revenues of African SMEs.

#### Results

##### Partnering with RECs fosters deeper trade integration

Building the capacity of Regional Economic Communities (RECs) to respond to private sector needs in trade development has been the primary aim of PACT II. RECs have used the programme to become recognised players in business and trade development in their regions, and have integrated PACT II in their strategic planning to leverage other trade-related initiatives and funding. PACT II has reinforced their trade development and promotion structures to analyse markets, formulate strategies and follow Result-Based Programme Management principles based on a coached learning-by-doing process and linked to a roadmap setting trade priorities within regions.

##### Establishing self-sustaining TSI networks, Expanding pools of African experts

PACT II has reinforced coordination among TSIs, such as business and sector associations, national trade promotion bodies and chambers of commerce, so they serve as an effective link between RECs and the private sector to improve exports. Their service delivery to enterprises has been developed including business advocacy to champion enterprises' interests, and trade information systems to improve knowledge about markets and business linkages. Sustainable skills have been transferred through training of trainers, coaching and e-learning to local networks of experts who are capable of providing advisory services in a range of areas: trade information, market analysis, trade law, export strategy, business generation and advocacy, business development services for businesswomen.

##### Increased SME knowledge of export markets and revenues

PACT II has supported the private sector to foster a better understanding of export markets, strengthen cross-border value chains, underpin efforts to improve the quality of goods and promote strategic business linkages within regional and overseas markets. It has demonstrated the potential of a regional programme approach to yield concrete results at enterprise level, in terms of increased export markets and revenues for SMEs: USD 5 million value of new business was generated for SMEs in the COMESA leather sector with additional prospects beyond programme activities; SMEs in the ECOWAS mango value chain established sustainable business partnerships with international and Brazilian buyers, this has already translated into a 50% rise in one of the companies' annual export volume.

##### Empowering women entrepreneurs

*ACCESS! for African Businesswomen in International Trade* has improved business support services for women to increase their capacity to export and promote their economic empowerment. It has provided dedicated export management training, business counselling and mentoring, market development and access to foreign markets for women entrepreneurs in 19 Sub-Saharan African countries. Over 2,500 businesswomen have received exporter training delivered by a network of 63 certified African trainers and many have benefited from individual mentorship and targeted business counselling. A large number of these women have explained how *ACCESS!* has enhanced their awareness and ability to compete internationally.

## Future Prospects: Taking stock of achievements to steer the programme towards a regional value chain approach

PACT II has developed an innovative approach across three major RECs and delivered the “software” component of regional integration which is indispensable to complement the “hardware” investments in infrastructure and connectivity: institutional strengthening of REC secretariats, development of support institutions and business networks, and demand-led creation of sectorial business capacities and regional value chains. The originality and strength of ITC’s strategy has been to synchronize interventions in these three areas with a view to stimulating the private sector’s lead in the dynamics of regional integration.

In the course of implementation, ITC has learned that for regional aid for trade initiatives to succeed, stakeholders should collectively understand the reasons for slow progress on regional integration and address these through demand-led creation of sectorial business capacities and regional value chains. There is a need for further analytical work and consensus building across participating RECs prior to moving to the next phase of the programme. Varying needs in different sub-regions and various levels of institutional development and absorption capacity require further efforts to bridge persisting gaps, and ensure the validation and ownership of objectives prior to up scaling from the intra-regional level to the broader inter-regional trade agenda. In 2013 ITC will focus attention on formulating recommendations for solutions to address the identified constraints.

The successor programme to PACT II is being designed to engage national institutions in providing customised sub-region-wide services in accordance with their absorptive capacities. The ultimate objective is to assist with the implementation of the African Union’s and Economic Commission for Africa’s (UNECA) pan-African integration agenda. The key expected results include achieving better coherence between national and regional trade-related objectives, while realizing implementation of programme interventions in a cost-effective manner.

Building on PACT II, this new programme will support pro-poor economic growth through intra-and inter-regional trade promotion, institutional capacity building and private sector development, focusing on high-potential sectors for job creation, particularly for women and youth, and South-South cooperation. Special attention will be given to sustainable agricultural projects with a view to contribute to food security at the pan-African level.

It is proposed that the programme be enlarged to 5 RECs: ECOWAS, ECCAS and COMESA-EAC-SADC in the context of the Tripartite Free Trade Agreement and the Continental Free Trade Area (CFTA). The programme will be customized according to the context and needs of each partner REC, offering opportunities for multi-level implementation, in order to achieve maximum results and encourage exchange of best practices at the pan-African level.

# Netherlands Trust Fund (NTF) II

## Enhancing Sector Export Competitiveness

<b>Duration:</b>	April 2009 - Mar 2013
<b>Total value:</b>	USD 16 million
<b>Donor:</b>	Netherlands
<b>Region:</b>	Sub-Saharan Africa, South Asia

### Objective

Promote sustainable exporter competitiveness in high potential export sectors in selected partner countries through the achievement of the following two outcomes:

- Enhance TSI capacity to enable them to work independently on sector development across the complete value chain and improve export competitiveness in selected sectors
- Strengthen the institutional architecture and networking capacities of TSIs to enable SMEs to increase exports to the EU and other markets

### Results

#### Strengthening TSIs

In terms of Outcome 1, the programme strengthened the knowledge and skills of 9 partner Trade Support Institutions. Partner institutions gained a better understanding of the sector-wide approach to improve effectiveness of the value chain (from producers to importers), and enhance export competitiveness of SMEs. The analysis of the sector value chain for each priority sector/priority country provided partner institutions with a detailed overview of the sector export performance and the real constraints the sector is facing.

In Bangladesh partner institutions acknowledged that the IT and ITeS sector, despite its strengths, suffers from weak links with outsourcing companies and weak brand image overseas. To address this weakness, partner institutions strengthened their support focusing on building the brand image and the trust with target markets and adjusting their services accordingly. Similarly in Senegal and Uganda, the sector analysis showed various weak and/or broken links along the value chain, particularly between producers, exporters and importers. As a result, partner institutions adopted a coordinated approach, the sector association working hand in hand with the trade promotion organisation to offer targeted support services to all key actors. These services cover issues such as managing harvest and post-harvest processes to ensure better quality products, aligning with packaging requirements, and initiating marketing and promotion initiative to benefit the sector as a whole. In Kenya and South Africa, partner institutions are putting in place a sector-wide approach to promote exports of value added products focusing on traditional and new markets.

Based on the analysis above, NTF II supported partner institutions to strengthen their services, or develop new ones along the entire value chain, to be more in line with customer needs. For instance, in Bangladesh, a new business matchmaking service was implemented by the two partner institutions to facilitate SME connection with potential partners in Europe. In Kenya, the export association set up the Fruit Team to coordinate the sector's efforts to promote exports of tree fruits from Kenya. In Senegal and Uganda, the Trade support organisations, in partnership with sector organisations, adopted a coordinated approach to support producers at grass root level with better harvesting techniques, quality management issues, and logistics issues. Partner organisations have been able to streamline their service offering to focus on the critical services that enable their constituencies to become more competitive on the international markets and ensure more effective links with buyers. As a result, TSIs have been able to provide more effective assistance to SMEs and ensure that they conform to market requirements, to engage more effectively in business matchmaking events and position themselves in export markets.

Finally, in relation with results based management and the accountability of partner institutions to achieve sustainable outcomes, NTF II provided support to assist these institutions to put in place monitoring and evaluation processes. The Programme organised hands-on training in this area delivered by highly qualified experts who in most cases are locally based. Using local expertise, some partner institutions were able to formulate an action plan to implement monitoring and evaluation. They assigned staff and financial resources to ensure that monitoring is embedded in daily processes and create a culture for results based management. This is expected to enhance TSI effectiveness and help them be more responsive to customer needs.

## Improving export competitiveness and market access for SMEs

In terms of Outcome 2, selected enterprises benefited from direct assistance provided by the NTFII programme through selected partner institutions.

The assistance helped enterprises gain a better understanding of their strengths and weaknesses and how to improve their export competitiveness. In this regard, Bangladesh IT and ITeS companies have been able to improve their strategic approach to export. They redesigned their marketing materials to be more in line with market requirements and buyers' needs. Similarly, Rooibos sector in South Africa came together as an industry to launch two public relations campaigns in two new markets, United Arab Emirates and Taiwan. The marketing and promotion activities were conducted in a generic way to benefit the industry as a whole. In addition, the industry is contributing to put in place an industry-wide information system which will support more transparent and effective decision making processes with regard to quantities produced, quantities exported, and pricing strategy. NUCAFE in Uganda provided direct support to Farmers Associations to focus on producing quality coffee through improved post-harvest and handling techniques. This resulted in NUCAFE members being selected among the best quality coffee in Uganda.

These efforts resulted in improved links with buyers and new export contracts. In Bangladesh, the organisation of specialized B2B events generated 147 new contacts and enabled participating companies to sign new outsourcing contracts on a trial basis or as a repeat business. In Senegal, improvements in quality process, post-harvest handling, export packaging, and marketing generated interest from new European importers who established business links with mango exporters and cooperatives. In Uganda, NUCAFE was able to establish a relationship with five new buyers to benefit Framers Associations, through the participation in specialised trade fairs, and improving quality of coffee produced. In Kenya, it is hoped that the holistic approach to promoting exports of tree fruits will result in the same positive trend of increasing exports.

## Future Prospects: Extending to Regional Trade, PPPs & Food Security

Prospects for a third phase of the NTF Programme are strong. The next phase will ensure further consolidation of NTF II results, and deepen intervention at sector level to further enhance competitiveness of enterprises and effectiveness of the entire value chain.

NTF III will contribute to enhancing export competitiveness of selected sectors, supporting creation of jobs and increased incomes, and empowering women and youth by supporting their active role in the sector. To achieve this, NTF III will take a two track approach:

- Building on successes and lessons learned, NTF III will continue to focus on enhancing exporter competitiveness in specified sectors through building capacity focusing on areas of common interest and competence and build synergies with other development partners.
- Move further into development aid priorities focusing on enhancing efficiency in regional trade, reducing poverty and, where applicable, linking small producers to multinational local sourcing, while contributing to food security.

NTF III will use an integrated model for sector development based on four inter-related elements: Improving cohesion across public and private actors driving sector performance; improving institutions' capacity to support sector development; upgrading companies and building sustainable links to buyers. The model measures long term competitiveness through export success, inclusion of women and youth, and social and environmental sustainability. The team would strive for cost sharing from corporate partners and local institutions.

Countries and sectors will be selected based on carefully defined criteria. Based on preliminary discussions, NTF III will retain up to three NTF II countries based on an assessment of results, quality of existing relationships, additional needs, and whether those needs are being addressed by other donors. New countries will be selected based on entry criteria such as quality and commitment of institutions, complementarity with other donor work, and potential for increasing regional trade.

Sector choice will depend on where we have had success under NTF II and new sectors prioritizing value added, services, and manufacturing to complement the current commodity focus. Projects will focus on corporate social responsibility, south-south cooperation, synergies with other development programmes, and working with corporate partners in providing market access and advice to sub-suppliers on adherence to standards.

# COTTON-TO-CLOTHING REGIONAL STRATEGIES IN AFRICA

<b>Duration:</b>	Aug 2009 - Dec 2012
<b>Total value:</b>	USD 1 million
<b>Donor:</b>	European Union and Window 1 of the ITF
<b>Region:</b>	Sub-Saharan Africa

## Objective

Global trends call for African countries to think regionally when it comes to strategies for the cotton to clothing industry. While some countries have difficulty establishing an entire value chain from cotton to textiles and clothing, this can often be achieved at the regional level.

ITC's initiative aimed at developing regional cotton-textile strategies that focus on the revival of activities in all segments of the value chain, particularly in agricultural production, processing, and promotion of cotton on the continent. The objective was to improve the sector's performance, building on regional economies of scale and expertise to:

- Allow African countries to become stronger competitors in the international cotton trade by boosting competitiveness to ensure long-term stable markets for cotton
- Tap into international markets for clothing and fashion products originated from cottonseed produced by small farmers in Africa

## Issues addressed

Persistent dysfunctions inherent to a lack of coordinated action compelled the various operators of the cotton-textile industry to develop potentially incompatible or non-coherent strategies, which proved incapable of fulfilling the expectations of governments and sector stakeholders. Under such a scenario the African cotton-textiles industry could die off due to the decline of the entire production jeopardized by the volatility of cotton fibre's international prices.

To move Africa's cotton-textile industry forward, production needs to be stabilized, farmers' revenues secured, yields increased, cotton-related value chains optimized, contamination reduced, and marketing technics enhanced. In order to achieve this and to improve African competitiveness, a more strategic orientation was required for African cotton, while farmers and ginning companies had to be empowered.

## Project Implementation

Under the framework of the All Africa, Caribbean, Pacific Agricultural Commodities Programme (AAACP) financed by the European Commission, ITC assisted the General Secretariat of the Common Market for Eastern and Southern Africa (COMESA), the Commission of West African Economic and Monetary Union (WAEMU) and the General Secretariat of the Economic Community of Central African States (ECCAS) to develop, through a participatory approach, cotton-textile regional strategies. The development of these strategies was the subject of widespread consultations with public and private sector stakeholders coming from the various links of the regional cotton-textile value chains. The project consisted in:

1. Conducting a situational analysis of the sector performance at sub-regional levels through structured consultations and value chain analysis
2. Reinforcing public private platforms for dialogue and action to ensure optimization of resources based on jointly identified priorities
3. Developing detailed and market-led plans of action that respond to the sector's value chain needs while equally representing national and regional priorities
4. Establishing regional coordinating bodies to coordinate and monitor implementation and mobilize required resources

Strategic priorities were set on the basis of the best prospects for export development and competitiveness according to actual market conditions and demand. Public and private stakeholders who contributed to the elaboration of the strategies participated in market orientation missions organized in Asian cotton importing countries, and experienced market/buyer requirements first hand.

In addition, bilateral consultations were held with large Cotton trading corporations to best understand their roles and the dynamics of forward contracts on the InterContinental Exchange (ICE). Market access issues as well as the incidence of the Doha round on the sector were also considered.

## Results

**Regional cotton strategies developed and adopted:** Cotton-Textile sector strategies for West (WAEMU), Central (ECCAS) and East and Southern (ESA) Africa have been fully completed and endorsed by stakeholders and national/regional authorities in an unprecedented display of alignment.

**Strategies are used and seen as the reference road maps** for the sector by industry operators, institutions and industry support organisations, development partners and funding providers, with a view to creating consensus and integration of public and private actions towards the same objectives in order to develop an integrated response for the industry.

In early 2012, the European Commission confirmed an allocation of Euro 11 million under the EDF 10 Cotton Program for implementation of the three regional cotton-textile strategies. All activities under this new Cotton programme are drawn from the strategy implementation plans endorsed by the stakeholders and will be coordinated by the regional coordinating committees. Activities will start during the first quarter of 2013.

**Coordinating committees and their subsidiary organs have been formally established** with the aim to manage monitor and mobilize resources for implementing the export strategies in line with other export development plans.

**Regional Economic Commissions as well as the other public and private institutions involved in the process gained the capacity** to revise and implement effective and sustainable market-led strategies in other sectors, and to mainstream trade and sector development into national planning policies. This strategy development initiative improved the ability of counterpart organisations to receive and utilize Aid-for-Trade efficiently, and ensure adequacy between resources and priorities.

## Future prospects

**Pan-African framework for Cotton:** Enhanced coordinating capacity and increased financing for cotton strategies implementation must be coupled with effective and far reaching actions to generate sustainable and transparent results for all stakeholders. An improved pan-African institutional policy framework is required to effectively support cotton competitiveness and development in Africa.

ITC is searching for a funding partner to ensure that cotton regional strategies are harmonized and supported by initiatives and mechanisms at the continental level to improve the relevance, efficiency and effectiveness of their implementation. The estimated funding of this 2-year pan-African programme is USD 650,000.

**Programme for building sustainable trade, food and nutritional security:** ITC is packaging the portfolio of direct assistance that was successfully tested for the cotton strategy into a comprehensive Programme for building sustainable trade, food and nutritional security.

ITC is searching for a funding partner to roll out this regional strategy development approach in other sectors in Africa. The estimated value of 2-year programme for fruits and vegetables covering three African regions is USD 1.4 million.

# Enhancing Arab Capacity for Trade (EnACT)

**Duration:** Apr 2009 - Dec 2013

**Total value:** CAD 7.5 million

**Donor:** Canada

**Region:** Middle-East and North Africa - Algeria, Egypt, Jordan, Morocco and Tunisia

## Objective

EnACT is working in all 5 countries to enrich the value chain of exports that generate employment for women and youth. Special attention is given to developing and enhancing their skills to enable them to secure and sustain their jobs in a competitive export sector.

EnACT's work responds to challenges of Improving competitiveness of exporters to give them better access to international markets and reaching out to regions outside the capitals uncovering supply side opportunities which contribute to job creation.

Through training on how to use new web-based technologies for exports EnACT gives the possibility to people in landlocked regions to reach wider markets. Environmental concerns, which are of interest to buyers, are systematically addressed in the design and implementation of activities.

## Results

### Enhancing North-South and South-South trade

Highlights of EnACT's regional accomplishments include connecting Jordanian women owned enterprises to European buyers, thus creating and sustaining potential new job opportunities in Jordan, and strengthening women owned SMEs, thanks to new orders from Europe. EnACT connected post-revolution Egyptian manufacturers of major appliances and processed food products to markets in sub-Saharan Africa and south East Asia, creating opportunities for South to South and inter-regional trade.

### Coaching women and youth entrepreneurs making their first export

Under its First Step export coaching initiative, EnACT trained young business entrepreneurs from various regions of post-revolution Tunisia in developing exportable products. EnACT trained more than 200 young women in regions distant from the capital in Algeria to position and market their products online.

### Strengthening TSIs in support of regional integration

Through EnACT, ITC supported TSIs to optimize the efficiency and quality of services following the political, social, and economic changes emerging from the Arab Spring. Most TSIs are positioning themselves to be in line with the new dynamics and reach out to other countries in the Arab region. ITC worked with ALGEX (Agence Nationale de Promotion du Commerce Extérieur - Algeria) and ONA (Office National de l'Artisanat) in Algeria, FTTC (Foreign Trade Training Centre) in Egypt, JEDCO (Jordan Export Development Corporation) in Jordan, FEDIC (Fédération des Industries de Cuir Marocain) and Maroc Export in Morocco, and CEPEX (Centre de Promotion des Exportations de la Tunisie) and ONAT (Office National de l'Artisanat Tunisien) in Tunisia.

### Improving enterprise export competitiveness and regional market access for SMEs

In addition to strengthening TSIs and building awareness through trade intelligence, the programme has a focused approach to export-led enterprise development by identifying high value products with high export potential. It works predominantly through local consultants and specific international experts to reach the standards required by non-traditional markets and build relationships with potential buyers.

In 2011, EnACT assisted several target industries to export to international markets:

- Moroccan SMEs have improved the design and quality of leather goods and upgraded their marketing skills. As a result, they have developed exports to Japan and Europe. Major luxury European brands have engaged these companies as potential long-term suppliers, placing Morocco on the map of luxury leather goods.

- Similarly, Tunisian and Jordanian SMEs in the handicrafts sector received initial export orders as a result of quality-improvement initiatives, coaching in marketing, and participation in a targeted international trade fair.
- Algerian women entrepreneurs were exposed to export opportunities and challenges through tailor-made workshops.
- In Egypt, EnACT focuses on the export of engineering products and services to the African market, and halal and organic processed food to South East Asia and Gulf markets.

### Local ownership and governance

The governance of the programme is ensured by a participative management of activities from country governments, stakeholders, direct beneficiaries, as well as ITC.

Thanks to a strong network of 80 local experts built over the last three and a half years, trade development support is provided predominantly through local experts with backstopping from Geneva. This allows for closer contact with beneficiaries and will ensure sustainability as local experts will be available to institutions and enterprises after the project ends.

### Future Prospects

Following CIDA's recent budget cuts and because funding for a regional programme is no longer available from after the completion of Broader Middle East and North Africa activities, EnACT's regional approach is ending in 2013.

CIDA has expressed interest in up-scaling the work started with the EnACT team by funding more focussed and larger size bilateral programmes for Morocco and Jordan. Future focus will be on strengthening SMEs in producing better designed products with requisite standards and quality for international markets, connecting SMEs to buyers abroad, and training young managers with modern export marketing techniques. Programmes will focus on gender, ensuring a new culture of enhancing the role of women in management within these companies.

ITC is seeking additional funding allowing it to continue the EnACT programme within the Maghreb and Middle East with a regional integration focus. The new programmes will continue to develop better value enriched employment opportunities for women and youth through developing new exports.

# Programme d'Appui au Commerce et à l'Intégration Régionale (PACIR)

**Duration:** April 2010 - April 2014  
**Total value:** USD 8 million  
**Donor:** European Union  
**Region:** Sub-Saharan Africa

## Objective

PACIR is a four-year programme involving multiple partners with a total budget of € 16 million funded by the EU, of which 7 million to be implemented by ITC. The programme was initially delayed because of political unrest, and officially launched in November 2011.

The objective is to strengthen the Ivorian economy with a view to regional and global integration under the Economic Partnership Agreement. ITC is engaged in two of the four specified outcomes of the programme: improvement of the business environment (ITC-led) and strengthened competitiveness of Ivorian SMEs in partnership with UNIDO.

## Results

### Designing a National Export Strategy

Through a Trade profile of Côte d'Ivoire, ITC has pre-identified key products with high export potential to be promoted in the context of a National Export Strategy (NES) designed to improve competitiveness in the post-conflict context. The NES will be in line with the country development objectives and aligned with its new industrial policy. With resources and support provided by all stakeholders, the NES will help improve the export performance of Côte d'Ivoire for selected sectors and increase employment, especially for youth and women.

### Strengthening Ivorian Trade Support Institutions

Through PACIR, Ivorian TSIs will be provided with adequate products and services which will enable them to better serve and support the development of the private sector.

The mapping of Ivorian TSIs has helped identify 16 priority institutions to be involved in the design and implementation of the NES and benefit from institutional strengthening. Based on the result of the mapping, a capacity building programme on marketing and strategic planning was developed for TSIs involved in trade promotion and export development with the objective of reviewing and developing coherent and relevant products and offering targeted services to the private sector.

The knowledge gathered through PACIR will be disseminated and shared with other TSIs to ensure a multiplier effect, ownership and sustainability.

The ultimate beneficiary of PACIR is the Ivorian private sector. Enterprises involved in selected priority sectors identified in the context of the NES will benefit from practical capacity building trainings on quality, packaging, supply chain management, and access to finance.

### Improving the business environment

PACIR will also contribute to the improvement of the business environment in Côte d'Ivoire by promoting the use of alternative means of dispute settlement such as mediation and arbitration for the Ivorian business community. In July 2012, a total of 28 candidates participated in a training on commercial mediation, 24 of which were certified. 22 arbitrators were trained in arbitration under the arbitration Centre of the CACI.

## Future Prospects

Based on the results achieved so far under the programme, prospects for a post PACIR programme are quite promising.

The Government, particularly the Ministry of African Integration is working on the future "Programme de développement pour l'Accord de Partenariat Economique" (PAPED) to be funded by the European Union. Some achievements registered under PACIR will be consolidated through

PAPED especially achievements that are related to sector development and enterprise competitiveness.

In addition, the Ministry of Trade along with APEX-CI (Association pour la promotion des exportations de Côte d'Ivoire) and CGÉCI (Confédération générale des entreprises de Côte d'Ivoire), two TSIs that have benefited from PACIR interventions are working towards long-term impact. They will be developing large and ambitious proposals to consolidate PACIR achievements. Improved export competitiveness will have a positive effect on the employment prospects for women and young entrepreneurs as these groups will take an active role in building the (New) Côte d'Ivoire as an emerging economy by 2020.

To this end, a roundtable is planned in 2013 to mobilize donor support. Opportunities for funding exist with the World Bank and Japan. Both are supporting initiatives aiming at increasing agricultural productivity and employment in the West African region. The PACIR ITC Coordination Office in Abidjan is planning to develop proposals on sector development to be funded through the joint World Bank and Japan programme.

# NEW INITIATIVES

## Regional Export Strategy Development Programme

<b>Duration:</b>	5 years
<b>Total value:</b>	USD 15 million
<b>Donor:</b>	Multi-donor / to be determined
<b>Region:</b>	Global

### Objective

The overarching rationale for promoting regional export strategies (RES) among developing countries is to strengthen intra- and inter-regional economic cooperation at the policy, institutional and sector value-chain levels. More specifically, the objectives of a regional export strategy are to:

- Strengthen capacity of key stakeholders to identify priorities for export competitiveness and development and to formulate and manage implementation of regional export strategies and associated projects;
- Improve coordination among regional and national institutions in the provision of selected trade support services; and
- Enhance opportunities and capacities of enterprises to collaborate regionally to enter global value-chains and penetrate third markets.

### Results

#### Scope of a Regional Export Strategy

A RES is not a substitute for National Export Strategies. Rather, it takes into account challenges and opportunities encountered at the national level as well as policies, plans, and investment decisions of national governments in elaborating a roadmap to guide private and public sector agencies, including development partners, to deliver on regional export development objectives. The RES is also expected to inform regional policy and contribute to national government decision-making, giving clarity and incentives to the private sector to invest within the targeted region.

The Regional Export Strategy can target a single sector and/or functional area (cross-cutting issue) or multiple sectors and/or functional areas for group of countries. Fundamentally, a RES concentrates on the removal of barriers to free trade, and on adopting unified regional positions on policy issues, such as the environment, economic integration, and cooperation.

#### Strategic Approach

In elaborating the RES, measures will be taken to establish synergies, where feasible, with other regional initiatives (existing or planned) within the targeted region. Opportunities will also be explored to facilitate, where possible, inter-regional coordination among strategies.

Additionally, the RES will identify opportunities for regional cooperation based on synergies, complementarities, and new value-added, and will be underpinned by three inter-dependent pillars:

1. **Sustainability** - economic growth, environmental, and social sustainability– with particular emphasis on gender and youth
2. **Regional integration** - the RES will facilitate strengthening of regional integration processes at the policy, institutional, and enterprise levels
3. **Public Private Partnership** - the RES promotes the development and effectiveness of regional and national level public-private sector platforms for decision-making and implementation of recommended actions

The RES will also be tailored to allow for early implementation of selected priority activities, which can demonstrate quick results and thereby help to reinforce commitment towards full implementation. Additionally, given that a key contributing factor to the effectiveness of a RES is the level of political consensus among Member States and the ownership among a wide range of stakeholders, the entire process, in developing and implementing the Strategy, is very participatory and consultative and will be reinforced by an intensive communication campaign.

## Expected Outcomes

The Regional Export Strategy will provide a detailed roadmap or Action Plan aimed at the policy, institutional, and enterprise levels and will serve as a practical tool for the targeted region to address some or all of the following needs:

- Identify intra- and extra- export opportunities in competitive sectors and put in place coordinated measures to take advantage of these opportunities;
- Foster intra-regional cooperation, particularly vis-à-vis the implementation of existing regional trade agreements;
- Enhance resource pooling among countries, particularly in cases where economies of scale and critical mass requirements are important;
- Increase the competitiveness of domestic enterprises and their preparedness for regional and global trade;
- Establish/strengthen competitive regional value chains;
- Strengthen capacity of the private sector to formulate and advocate for relevant trade support policies and other services;
- Rationalize the role of regional and national trade support institutions in providing appropriate support;
- Strengthen the identity of the region vis-à-vis third markets;
- Establish an implementation management framework to ensure effective coordination, management, and implementation of the Strategy's Action Plan, monitoring of results, and the update of the Strategy or elaboration of additional ones.

## Prospects

ITC is currently negotiating the "CARIFORUM Regional Export Strategy Programme: Taking advantage of intra- and extra-regional trade opportunities for non-traditional exports" project. A similar initiative for the Central American region, with a focus of strengthening possible inter-regional synergies, makes sense.

As evidenced by the various completed Regional Export Strategies for Africa's Regional Economic Communities, notably for the cotton sector, there is potential for this process to be replicated to facilitate a Pan African Strategy for cotton or for other sectors and/or functional trade support areas. For example, within the East African Community, fast growing formal and informal trade coupled with strong political support among Member States for deepening and widening cooperation, provide an opportunity for a RES intervention to assist with some of their identified challenges, including:

- Formulation and implementation of relevant policies and regulations for improving intra-regional trade;
- Effective public-private sector partnerships; and
- Improved coordination among trade support institutions.

In principle, a RES initiative could be undertaken for any group of countries that are geographically or politically linked through institutions and rules (e.g. East African Community, Pacific Islands, SAARC, Central American States, etc.). The opportunities for economic growth and development through strategic approaches to regional economic integration are rapidly being recognized, and have become a regular feature in requests for technical assistance.

# Facilitated Regional Integration in Central America

<b>Duration:</b>	3 years
<b>Total value:</b>	USD 5 million
<b>Donor:</b>	TBC
<b>Regions:</b>	Central America, Dominican Republic, Panama

## Background

The Central America Integration System (SICA) has been set up to support regional integration in the region. The Regional Group has recently concluded a trade agreement with the European Union, which is currently being ratified in member state parliaments. The agreement anticipates greater integration between member states, and as a result the Secretariat for Central American Economic Integration (SIECA) is reviewing its aid for trade initiatives to ensure that programmes are developed to capacitate the private sector, regional organisations, and governments of the region to live up to their obligations. SIECA's membership has recently been enlarged to include Panama and the Dominican Republic.

## Objective

Through the two initiatives described below ITC will provide a comprehensive scheme of fostering opportunities across national and regional value chains through:

1. Regulatory impact assessment
2. Addressing technical barriers to trade
3. Facilitating cross-border movement of goods and services
4. Rationalising business decisions aimed at cost efficient sourcing of inputs, niche marketing strategies and intellectual property strategies

## Activities

The activities developed under this programme are twofold:

### NTM Surveys

Trade facilitation has emerged as a high priority for the region in order to build greater levels of connectivity and infrastructure in support of integration. ITC has been invited to support this effort by first partnering with SIECA in the execution of regional NTM surveys. The idea would be to implement the NTM programme in collaboration with SIECA and to build the regional capacity to track and monitor progress in the reduction of barriers to trade.

### Interactive trade business intelligence platform

Central American, Dominican Republic and Panama Vice- Ministers of Trade have also been holding trade facilitation coordination meetings in Costa Rica to ensure that donors and technical agencies are better coordinating their efforts in implementing trade facilitation measures in support of regional integration efforts. ITC has offered to support this initiative by developing an innovative trade business intelligence and interactive platform to help SMEs and regional institutions better understand opportunities for business. The platform, which has been supported by Ministers in their second meeting in February 2013 year, will focus on three specific modules, namely business intelligence, export offer, and support linkages.

ITC will also promote the connection of SMEs with large corporations that have established programmes to seek and identify local suppliers. ITC has already developed a number of partnerships with MNEs to activate buyer diversity programmes aimed at bringing women into their supply chains. This model could be extended to companies operating in Central America, Dominican Republic and Panama.

## IV. MAINSTREAMING INCLUSIVENESS AND SUSTAINABILITY INTO EXPORT DEVELOPMENT

### EXISTING PROGRAMMES / SUCCESSOR PROGRAMMES

#### Women and Trade Programme

<b>Duration:</b>	Apr 2010 - Mar 2013
<b>Total value:</b>	USD 5.5 million – to date
<b>Donors:</b>	United Kingdom, Window I of the ITC Trust Fund - Norway, Sweden
<b>Regions:</b>	Sub-Saharan Africa, Latin America, Global

#### Objective

Women entrepreneurs are a growing economic force - over 34% of firms worldwide have female participation in ownership. Yet women business owners secure less than 1% of corporate and government procurement. This represents a huge lost opportunity for women entrepreneurs as corporate value chains go global and as public procurement typically constitutes 15-20 % of GDP. Facilitating exports for women entrepreneurs and empowering women in export-oriented value chains has multiplier effects for economic growth and contributes significantly to achieving the MDGs. The purpose of the Women and Trade Programme is to ensure women derive greater economic benefit from their participation in trade.

#### Results

##### Building awareness of Gender Issues in Trade

A key component of Women and Trade is building awareness of gender issues in trade at international and national level and mainstreaming gender into TRTA work to overcome the obstacles identified.

In 2011, ITC worked closely with WTO, the EIF Secretariat and Member States, resulting in gender mainstreaming of 7 Diagnostic Trade Integration Study (DTIS), the pilot of a training module on 'Gender Mainstreaming in the EIF', and strengthening of gender in the WTO work-plan on Aid for Trade.

ITC also conducted research in 22 countries and collected exclusive information on what women-owned companies actually export. These results, combined with research on the economic activity of members of key women's business organisations such as the International Federation of Business and Professional Women, were used to determine focus sectors in Women and Trade's work in connecting buyers and sellers in 2011 and 2012.

These results also guide project development in Phase II (2013 - 2016). Women will increasingly benefit from policies, strategies and interventions in developing countries as gender is being mainstreamed into national and sector export strategies, into ITC's own TRTA interventions, and into projects carried out within the Enhanced Integrated Framework (EIF).

##### Strengthening TSIs to empower Women Entrepreneurs

Supporting sustainable local institutions is a cornerstone of ITC's approach to sector development. ITC has identified a number of key sectors in which women can derive greater economic benefit from their participation in export-oriented value chains. ITC works with partners in these sectors to address the specific constraints women face and develop initiatives to take advantage of market opportunities. In total, over 2000 women in specific sectors (coffee in East Africa, garments in Peru, and jewellery in Mexico) have been linked into export value chains with reported increases in income, expansion of enterprises, and job creation.

For example, the Uganda National Export Strategy Gender Dimension highlighted the lack of women's business organisations as a factor impeding women in the coffee sector access to TRTA. ITC worked to establish associations of women in coffee in five countries in East Africa, linked to

national, regional and international TSIs, notably the African Fine Coffee Association and the International Women's Coffee Association. Since then, members have been trained under ITC's NTF II programme and have made sales to buyers in ITC's network under the Global Platform for Action on Sourcing from Women Vendors.

As part of the Programme for building African Capacity for Trade (PACT II, see large programme description above), the *ACCESS!* programme for African Businesswomen in International Trade empowered TSIs to offer sustainable export development services for women-owned businesses. In addition, it embedded *ACCESS!* activities within TSIs at national level through local export training for women enterprises of selected sectors, customized business counselling services, as well as national networks of experts. As a result, African business women have benefited from new market opportunities and are able to position offers which meet international buyers' requirements.

### Global Platform for Action on Sourcing from Women Vendors.

ITC's Global Platform for Action on Sourcing from Women Vendors brings together corporations, governments, TSIs and women business owners to address the extremely low level of procurement from women-owned enterprises. The Platform provides a framework and support for business women to sell to international companies and governments. Platform members include Fortune 500 companies with an annual spend on procurement in excess of USD 700 billion, networks representing more than 50,000 women entrepreneurs, and entities such as the UN Global Compact and governments.

The Global Platform is committed to raising women's share of corporate, government and institutional procurement. To date, the initiative has facilitated new sales to women-owned businesses in contracts worth more than USD 15 million.

### Future Prospects

As a result of ITC's work several governments mainstreamed gender into their national and sector export strategies, as well as their DTIS Action Matrices and EIF Tier II Projects. During Phase II (2013-2016) ITC will focus on supporting the implementation of these policies and strategies in sectors where buyers have been identified.

In addition, ITC will continue to foster demand for goods and services produced by women entrepreneurs in developing countries, through working with corporations, governments and TSIs to develop policies and practices for sourcing from women vendors. ITC will continue linking women owned businesses to procurement by international companies and expand to new sectors such as construction, mining, and clean and green technologies. Projects will be developed to close the gap between identified buyers' requirements and business offerings. This will require working with TSIs to improve their support to women business owners and women in export oriented value chains.

In this respect, ITC will expand and globalize *ACCESS!*-based export development services for women entrepreneurs in Africa and to other regions beyond the continent, generalize business counselling and further develop and expand market access services in close connection with the Global Platform for Action on Sourcing from Women Vendors as well as with other initiatives in favour of women exporters.

ITC's Gender Mainstreaming Policy and Action Plan have been designed and adopted. Phase II will focus on implementation, targeting priority areas under the UN System Wide Approach to gender mainstreaming. This includes achieving gender parity in staffing at the P4 and above grades, and mainstreaming in programming.

# Poor Communities and Trade Programme (PCTP): the Ethical Fashion Initiative

<b>Duration:</b>	Apr 2011 - Dec 2015
<b>Total value:</b>	USD 4.2 - to date
<b>Donors:</b>	Switzerland, Japan, and Window I of the ITF - Germany, Norway, Sweden
<b>Region:</b>	Sub-Saharan Africa, Caribbean

## Objective

PCTP aims at using the business model developed by the programme to involve large numbers of MSME (with particular focus on micro entrepreneurs) from marginalised communities in the developing world in international trade, by ensuring market access to build and develop their trade and productive capacities. The programme runs the ethical fashion initiative, largely known in the industry, which facilitates micro-entrepreneurs (mainly women) to become suppliers of international fashion brands and large distributors in Europe, the USA, Australia and Japan, thus substantially and sustainably reducing their levels of poverty and empowering women.

## Results

### Mainstreaming Inclusiveness and Sustainability

The programme has consolidated the emerging ethical fashion movement worldwide. It has also become a point of reference for the industry and for those who, being based in developing countries, want to engage in this value chain. More and more projects are based on the know-how generated by the programme, which can be summed up in three elements:

1. An inclusive business model which provides a clear definition of roles for international buyers and fashion houses, along with micro entrepreneurs based in the developing world (within the framework of clear labour standards);
2. A business infrastructure with systems implemented by a social enterprise in collaboration with ITC and international buyers, which ensures production, respect of quality standards and timely delivery, as well as tailor-made capacity building and delivery of technical assistance activities for micro-enterprises; and
3. An assessment system that measures impact in terms of increase of income and social change for beneficiaries.

Thanks to the above the programme has achieved the following results:

- Two social enterprises set up; which interface between international buyers and a large network of micro-producers in Kenya and very soon in Ghana, Burkina Faso and Mali;
- 7,000 micro-producers (based in marginalised communities in Kenya) already actively involved in trade;
- 1,200 micro producers in the process of being involved in the other countries;
- The market potential to triple the numbers above, directly reaching 20,000 people;
- International and regional buyers from the USA, Europe, Australia and Japan regularly involved in the approach;
- Substantial and sustainable poverty reduction and empowerment of women assessed through regular impact assessments developed by the programme;
- Other international companies and development projects have already adopted elements of the business model, to launch their own activities aimed at taking work to marginalised communities of artisans;
- The programme is a leading part in the international debate on ethical fashion and its potential for the developing world;
- Extensive, large numbers of press records and international media coverage which builds awareness on the benefits of the ethical fashion approach.

## Future Prospects

Future work will aim to expand the benefits of the programme in order to:

- Consolidate existing partnerships to further involve the industry in the programme and provide more in-kind contributions in product development and marketing
- Consolidate work in priority countries (Kenya, Uganda and Ghana) to strengthen capacities in supply chain linkages and diversifying product offerings
- Promote lending initiatives to strengthen growth and job creation of microbusinesses to enable their transformation to small scale enterprises as part of the formal economy
- Expand training and capacity building for micro enterprises on business capacities and technical skills
- Promote a trust fund to empower women, improve their skills via diversified training, and increase their earnings
- Consolidate the impact assessment methodology and make it available for replication within other ITC programmes (including the environmental dimension)
- Consolidate the Fair Labour dimension of the programme
- Consolidate the role of EFAL Kenya as “master” social enterprise to provide managerial skills for other social enterprises

PCTP needs to consolidate and expand the management structure of the programme to ensure the replication of this experience in other contexts and involve more communities in Uganda, Ghana and Haiti. Increased donor support is needed to set up a structure that will allow the expansion of the business model and enable ITC to reach out to more micro-producers. The key elements envisioned over the next 5 years are the following:

- An innovation laboratory on social enterprises which run businesses for micro-producers: this will consolidate the transfer of know-how from Kenya to Uganda, Ghana and Haiti and to other possible projects aimed at developing trade for the poorest
- A global product development facility to engage designers in product development and connect them via a tablet/smart phone application to provide the industry and distributors with new ideas
- A global capacity building facility for micro-enterprises and production for handicraft fashion and lifestyle goods to enable more micro-producers to benefit from the business model.

# Trade and Environment Programme (TEP)

<b>Duration:</b>	Oct 2010 - Dec 2013
<b>Total value:</b>	USD 2.6 million- to date
<b>Donor:</b>	Window I of the ITC Trust Fund - Denmark
<b>Region:</b>	Sub-Saharan Africa, Latin America and the Caribbean, Southeast Asia

## Objective

Environmental markets represent a considerable export opportunity for developing countries. The purpose of the TEP is to strengthen the international competitiveness of SMEs to access these niche markets, while also improving environmental outcomes in the field.

## Results

### Strengthened SMEs

Small and micro enterprises often face difficulty meeting environment-related standards, limiting their market access. ITC provided targeted support to companies with high export potential in Peru and Zambia. The agri-food, natural products and environmental services are the main focus sectors.

- Training for Peruvian SMEs on market access to US natural products markets resulting in USD 800,000 sales at 2011 US trade fair.
- Support for Peruvian SMEs on organic and fair trade certification resulting in the integration of 5'000 farmers to premium prices in global value chain.
- Training of 200 Zambian women farmers on sustainable collection of natural products and securing their market linkages to the local ecotourism industry.

### Improved availability of environmental market intelligence

Access to information on environmental niche markets is scarce and linkages between market actors are weak. Providing high quality, practical information on market opportunities was a priority of the TEP. The programme published technical papers to help SMEs meet market requirements:

- *Green Economy – Trade Opportunities* (10 Briefing Papers in partnership with ICTSD/UNEP)
- 3 market studies to help SMEs overcome regulatory barriers in the US: *The North American Market for Natural Products; Claims Statements for Natural Products, Labelling of Natural Products in US Markets*
- *Product Carbon Footprinting in the Agri-food Sector*
- *Packaging – Sourcing and Selection of Organic Products*
- *Trends in the Trade of Certified Coffee*
- *Trade in Environmental Goods and Services in Africa* (Sept 2013)

### Improved understanding of environmental impacts of trade

Environmental problems present challenges to exporters, specifically climate change impacts on productivity in natural resource-based sectors. The programme published technical papers to help policy makers and TSIs understand the environmental impact of trade and propose mechanisms for improving sustainability:

- *Trade in Southeast Asian Python Skins*
- *Trade in Vicuna Fibre from the Andes* (July 2013)
- *Cotton and Climate Change*
- *Coffee and Climate Change*
- *Climate Change and Trade - a Survey of Agri-Exporters in Peru and Uganda* (expected April 2013)

### Mainstreaming sustainability issues into ITC's operations

The TEP coordinated action within ITC to reduce the organization's carbon footprint, to integrate environment into its project cycle management and designed environmental impact indicators for Results Based Management reporting.

The programme also supported the Rio+20 process through the organization of four side events on trade and environment with UNEP and other partners. This helped to mainstream trade into the sustainability agenda, as a “means of implementation” for sustainable development.

## Future Prospects

Demand for Aid for Trade to support the climate change, biodiversity and green economy objectives is constantly expressed by trade representatives of developing countries at key meetings such as the WTO Committee on Trade and Environment and Rio +20. This was reinforced by stakeholders at ITC’s 2012 Joint Advisory Group.

The independent mid-term evaluation carried out in May 2012 revealed that the TEP has delivered strong results and demonstrates a good rate of return including an “innovatory” climate and trade programme. ITC’s tools and methodology have demonstrated effectiveness and are a strong basis to expand the number of producers impacted by the programme.

The TEP will continue to focus resources in LDCs whilst also working in emerging economies where rapid economic development is presenting huge challenges to environmental sustainability and social equity. Trade has an important role to play in bringing about sustainable management of natural resources and disseminating new technologies to mitigate and help adaptation to climate change.

Under the TEP 2, ITC will:

- Scale up projects that support the export development of SMEs in agri-food and natural products sectors (capacity building)
- Scale up projects in climate change mitigation and adaptation in the agri-food and natural products sectors
- Consolidate pilot project with CITES with further analyses of global supply chains in sectors using biodiversity based products, e.g. leather, textile, timber, cosmetics
- Undertake analysis of Corporate Social Responsibility in biodiversity based supply chains and propose models to strengthen sustainable sourcing of wild flora and fauna
- Undertake market studies and capacity building in environmental services in emerging economies and sub-Saharan Africa
- Integrate sustainability focus into ITC tools, in particular National Export Strategies and Export Potential Assessments
- Integrate further the sustainability focus of ITC project design through its project cycle management processes

## NEW INITIATIVES

### Young Exporters' Programme

<b>Duration:</b>	24 months
<b>Total value:</b>	USD 350.000
<b>Donor:</b>	To be determined
<b>Region:</b>	Sub-Saharan Africa, Asia, Middle-East

#### Why?

Today's world population counts about 1.3 billion people between ages of 15 and 24, i.e. close to 20% of the world population with 87% of these young people in countries with developing economies.

The youth unemployment rate is 3 times the adult rate, and 44% of the total unemployed people are youth in spite of youth making up only 25% of the working population. Aggravated by the economic crisis, more than one third of young people in working age are seeking but unable to find work, have given up on job search or work but live below the \$2 a day poverty line. In sub-Saharan Africa, 3 in 5 unemployed are youth and 72% live with less than \$2 a day.

#### Objective

To put in place sustainable local capacities to help young people overcome the great difficulties they experience in obtaining employment, regular income, and raise themselves out of poverty through integration into export development.

The envisaged programme would be divided into two phases: first, the identification of youth export related needs through the implementation of National Export Strategies in 3 pilot countries, and second, the development of services required to include youth in export development based on the needs identified in the respective National Export Strategies.

At the end of the programme all trade related aspects associated with youth would have been covered, with a view to mainstream in ITC's operations and ensure that youth derive greater economic benefit from their participation in trade.

The programme would be aimed at:

- Developing an improved policy framework to support the export-driven economic development of youth, and
- Designing TRTA services and tools which will help the integration of young people into export related activities

#### Activities

Given the two phase approach of the project and their purpose, the envisaged activities will be the following:

- Identify youth export-related needs through a series of baseline analysis and public-private dialogue platform focusing on youth and export development
- Elaborate and endorse a youth-sensitive national export strategy document
- Develop TRTA services and tools based on the findings of Phase I, which will help the integration of young people into export related activities

The specific activities of Phase II will only be agreed upon once Phase I has been completed. The development of tools and services for the benefit of young people could be done through the adaptation of existing ITC programmes, or through the design of completely new instruments, depending on the findings.

Through this approach, ITC is seeking to design an appropriate and effective response to the problems young people face by helping them achieve sustainable income through their integration in the international trade environment.

## Planned Results

Initially the focus will be on developing a youth-sensitive national export strategy methodology conducive to a more favourable environment for young people by identifying and making available the necessary instruments for all the parties involved to help young people access sustainable jobs in international trade, and/or develop sustainable businesses in international trade.

In the long-term the project will increase youth employment through export development and involvement in global trade while ensuring that youth contributes to increased exports and income in beneficiary countries.

## V. INNOVATIVE TRADE PROMOTION AND EXPORT DEVELOPMENT TOOLS AND SOLUTIONS

### ON-GOING PROGRAMMES

#### Market Analysis Tools for export market identification

<b>Duration:</b>	2002 – Ongoing
<b>Total value:</b>	USD 2.7 million annually (Euro 2 million)
<b>Donor:</b>	Window I of the ITC Trust Fund, EC
<b>Region:</b>	Global

#### Objective

ITC's Market Analysis Tools programme provides a suite of online data applications available as a free global public good to developing countries to identify export markets and trading partners as well as benchmark national trade performance and prepare for trade negotiations. The tools are available with single sign-on at [www.intracen.org/marketanalysis](http://www.intracen.org/marketanalysis) and contain trade statistics (updated monthly), company contact information, customs tariffs, trade remedies, non-tariff market access regulations, foreign direct investment data, information on foreign affiliate companies, and voluntary sustainability standards. They include Trade Map; Market Access Map; Investment Map; Standards Map and Trade Competitiveness Map.

ITC's market analysis tools are used by exporters and importers (from SMEs to multinationals), trade support institutions, trade policy makers, researchers and universities worldwide, with over 260,000 registered users. Data from the tools – particularly applied customs tariffs and preferences – are used by the World Bank, the WTO, the World Economic Forum and the Global Trade Analysis Project (GTAP) among others. They are also used to monitor progress against the MDGs, specifically indicators on market access in Goal 8 “A Global Partnership for Development”. Organisations that have funded development and dissemination of ITC's market analysis tools over the last 10 years include USAID, SECO (Switzerland), the World Bank, the European Commission and other donors.

Typical questions that can be answered using ITC's tools include:

- Which countries and companies import the product I produce? How do these markets compare in terms of size, growth, concentration, and unit value paid?
- In any one of these markets, with which other supplier countries do I compete? What is their share of the market? Who is gaining / losing market share?
- Of the product groups I export, for which segments is demand greatest or growing the fastest? Are there opportunities for me to diversify into more dynamic product segments?
- Does my country benefit from a preferential tariff advantage in a particular market compared with competing suppliers from other countries?
- What are the non-tariff market access conditions with which I must comply in a target market?
- What exported products currently contribute most to my country's income from trade? Are exports concentrated or diversified? Are there opportunities for product diversification?
- What are my country's key markets? Which markets are growing fastest? Are there prospects for market diversification?
- With which products / markets are my regional competitors having the greatest success? Are there lessons my country can learn from this?
- What market access obstacles affect my country's ability to realize its trade potential?
- In the context of multilateral or preferential trade negotiations, how would the proposed modalities affect my country – what would the new tariff schedules look like?
- In what sectors does my country have potential to attract foreign direct investment? Which countries and companies could be potential investors and which other countries are competing with my country for inward investment?

- What voluntary sustainability standards are applicable in the market I'm targeting? With which of the requirements of these standards am I already compliant?

## Results

An independent evaluation of the effectiveness of ITC's tools was conducted in 2011 and users were again surveyed in 2012. Key findings included:

### ITC's market analysis tools have helped improve international trade transparency

On average 85% of the respondents say that the ITC Market Analysis Tools make it easier to obtain trade-related data compared to other tools. The percentage for Low Income Countries is 93%. This result was confirmed by qualitative interviews.

### ITC's market analysis tools have improved the decisions of governments and the services of trade support institutions in developing countries

A majority of respondents answered that the tools improved their decision making, the services they provide to others, and in developing countries, the design of trade policies. It came out overwhelmingly that the tools should continue to be accessible free-of-charge.

### ITC's market analysis tools have facilitated trade transactions

Company users reported in 2012 that ITC's tools had facilitated their decisions about international trade transactions in 2012 valued at over USD 89 million.

## Future Prospects

ITC's tools have undergone continuous innovation in data scope and functionality in response to user demand. In 2012 information about companies was introduced to enable exporters to find potential business partners abroad. Information on NTMs was also introduced. The number of countries for which NTM data is available, will continue to broaden in the future with a focus on key importing markets as well as countries where ITC is also running surveys of companies' experiences of NTMs.

Another area of future emphasis will be on providing increasingly detailed and current trade data and more comprehensive information about companies. Currently ITC obtains company data from KOMPASS but this may be supplemented with additional coverage of producers and suppliers in developing countries provided through relationships with trade support institutions. A feasibility study will also be conducted on making ITC's tools more accessible through mobile devices. In terms of user support, short video explanations of how to find or interpret data / indicators will be developed. Bridges between the tools and with the e-learning platform will be implemented or improved to increase awareness and allow users to make better use of their complementarity.

Based on the independent evaluation findings, ITC's market analysis tools will continue to remain free as a global public good to developing countries. Resources for the tools will continue to be mobilized through Window 1, supplemented with contributions from bilateral donors. Surveys will continue to be conducted annually to assess user satisfaction and impact.

# Capacity Building in Market Analysis

<b>Duration:</b>	2002 – Ongoing
<b>Total value:</b>	USD 1.2 million annually
<b>Donor:</b>	Window 2 donors including USAID, CIDA, GIZ, DFID, EC, BMZ and South Africa
<b>Region:</b>	Global

## Objective

ITC's capacity building in market analysis focusses on developing the capacities of trade advisers, trade policy makers and companies to more effectively analyse the structure and dynamics of international trade and research markets in order to better orient scarce trade promotion resources towards markets and products with the greatest potential for export success.

Course structures range from end-user oriented introductory 2-day workshops on using ITC's tools to advanced technical capacity building of up to 18 months. Training of trainers curricula is also available. Available modes of training delivery include:

- Free self-guided e-learning [www.itc-learning.org](http://www.itc-learning.org) or customized webinars
- Blended e-learning courses (combining workshops, assignments + e-learning material)
- Face-to-face workshops + take home assignments and on-the-job mentoring

Curricula are customized to beneficiaries' needs and decision making profile and include:

1. **ITC's Market Analysis Tools** – interpreting trade data, indicators and market access conditions in Trade Map and Market Access Map to benchmark national trade performance and compare potential export markets in terms of size, growth, concentration, openness, distance, etc. This 4-day workshop is tailored to suit the needs of trade policy makers, trade advisers or export managers of companies and can also be augmented to include analysis of FDI data using Investment Map to support investment promotion activities and / or focus on voluntary sustainability standards using Standards Map.
2. **Researching and Analysing Export Markets** – analysis techniques to identify a promising export market for a product and research that market in-depth. This course typically involves three 4-day workshops plus between-workshop assignments and targets company export managers twinned with trade advisers from trade support institutions.
3. **Export Potential Assessment Mentoring** – a methodology for ranking products and markets based on their potential for export / trade promotion. The methodology is based on the creation of composite indicators taking a variety of indicators of product or market attractiveness into consideration. The course typically involves 3 four-day workshops plus between-workshop assignments and targets trade policy or trade promotion analysts. It is analytically demanding and requires participants to have advanced MS Excel skills.
4. **Analysing Non-Tariff Market Access Measures** – introduction to a nomenclature for classifying NTMs, methods for assessing their impact on national trade performance plus insights from ITC's national surveys of enterprises experiences of NTMs – the incidence and nature of NTMs by sector, by market and by exporting country. The course typically targets trade policy makers to support trade facilitation efforts as well as trade negotiations; its duration is customized to beneficiary needs.
5. **Computable general equilibrium modelling** – a course on economic modelling (based on the global model MIRAGE or on single-country models) to simulate economic shocks (e.g. changes in world prices, trade agreements, trade-related economic policy, etc.) and assess their impact on national income, as well as trade, production and employment by sector. The course targets economists and econometricians and is customized to beneficiaries' needs.

## Results

ITC regularly assesses beneficiary satisfaction and results of capacity building in market analysis and research. Training services include baseline testing and exit-surveys to assess knowledge / skill acquisition as well as a rating of ITC's performance across a range of indicators including trainers' knowledge; teaching skills; content relevance; and quality of training tools and materials. In 2012 ITC also conducted a survey to identify outcomes of training. The survey found that:

ITC's capacity building services have helped improve trade analysis skills of exporters, trade advisers and policy makers in developing countries

95% of survey respondents said that the ITC training had improved their market analysis skills.

ITC's capacity building services have helped improve the quality of trade advice and services delivered by institutions supporting trade in developing countries

85% of respondents said that the training had a positive impact for their employer organisations with the top three improvements being: "ability to prepare trade missions, trade fairs or business matchmaking"; "enhanced ability to prepare analysis for trade negotiations"; and "improvement in the quality of products or services my company or institution delivers".

ITC's capacity building services are being replicated by institutions

80% of trained participants trained others, ensuring an average 18-fold multiplier effect.

ITC's capacity building services result in export impact either directly or indirectly

ITC's market analysis training had an average export impact of USD 71,500 per participant.

## Future Prospects

ITC's capacity building offering continues to evolve to the changing demands of beneficiaries. In recent years it has broadened in the trade policy dimension to encompass the analysis of non-tariff measures as well as economic modelling. For export managers of companies it has broadened to more holistically support the export market research process, bringing in perspectives and case studies of the private sector, particularly purchasing managers of large companies and export managers to share best practise and knowledge on international market development issues and teach does and don'ts of approaching buyers.

Trainers are carefully selected for technical expertise and programmes also draw in international consultants with the most current and relevant product and market experience. In response to demand from ITC's beneficiaries for a formal "Training of Trainers" certification process, ITC is developing a certified trainer testing programme, incorporating 3 levels of competence assurance: technical knowledge; applied analysis; and communication effectiveness. Collaborations will also be explored with universities in LDCs to help integrate training in market analysis in curricula related to international trade. Universities are big users of ITC's tools and are important both as training "multipliers" as well as providers of analysis services to policy making institutions.

# Trade for Sustainable Development Programme (T4SD)

<b>Duration:</b>	June 2009 - Dec 2013
<b>Total value:</b>	USD 4.8 million – to date
<b>Donor:</b>	Window I of the ITC Trust Fund - Germany
<b>Region:</b>	Global

## Objective

The T4SD programme focuses on the sustainable development aspects of international trade by providing, with partners, comprehensive, verified and transparent information on voluntary sustainability standards and related research analyses. T4SD has developed a web tool called Standards Map that allows users to review, compare, and analyse voluntary sustainability standards, codes of conduct and audit protocols. The programme also develops tailored market research and trade analyses and delivers a wide range of capacity building activities specifically designed for trade policymakers, trade support institutions and the business community.

The first phase of implementation of the T4SD programme has been successfully completed and it is time to leverage the T4SD database and Standards Map website through new initiatives enabling private and public actors to: (1) be aware of challenges and opportunities related to sustainable trading practices; (2) have easier access to information on voluntary standards, codes of conduct, and audit protocols; (3) make informed choices on the implementation of voluntary sustainability standards. As such, the programme's objectives can be summarised as follows:

1. Increased transparency and easier access to information on voluntary sustainability standards, particularly including additional codes of conduct, audit protocols and international standards for all actors along the supply chain.
2. Improved capacity of developing countries' business communities, with a focus on SMEs to make informed business decisions related to risks and opportunities of sustainable production and trade
3. Enhanced harmonization, mutual recognition and benchmarking possibilities among standard organizations and companies' codes of conduct and audit protocols via a dedicated diagnostic tool leveraging the Standards Map central database

## Results

The key achievements of the first phase of implementation of T4SD from 2009 through 2012 include the following components:

### The new ITC Global Public Good – Standards Map

- The development of the T4SD database and quality control of 94 voluntary sustainability standards in close collaboration with standard organizations. The revision and expansion of the database architecture and taxonomy;
- A web tool ([www.standardsmap.org](http://www.standardsmap.org)) that offers a flexible analytical framework to analyze and compare voluntary sustainability standards against a set of over 700 criteria linked to the ITC Market Analysis Tools platform via a common user authentication;
- Data-sharing functionalities with German and Swiss front-ends for SMEs and public procurement officials;
- A research observatory that provides access to over 300 research papers and publishes standards-related analyses including a literature review series on the impacts of sustainability standards; and
- 4-page "At a glance sheets" for each standard, providing information on product-related and geographic scopes, focal areas, key requirements, and certification procedures.

### Strengthened Competitiveness of SMEs, TPOs and TSIs

- A capacity building programme delivering approximately 30 workshops to over 1,500 representatives of both the private and the public sector in Asia, Latin America and Africa.

- Capacity building and training workshops on voluntary standard raise awareness on private standards in developing countries. Beneficiaries reported back on how the information was used in decision-making processes regarding private voluntary standards and market access.

### Thought leadership through the T4SD Research Observatory

Over the past three years, the T4SD programme has developed a strong research and publication capacity that is currently paying dividends as ITC is now requested by many organisations to contribute to the voluntary standards debate through presentations and reviews of reports.

The publications address key subjects in the standards area placing T4SD firmly on the map as a thought leader in research and analysis on voluntary sustainability standards.

Publications include: a literature review series on the impacts of voluntary sustainability standards consisting of 4 different papers, a chapter to a UNCTAD/ILO/OECD book on responsible value chains, and contribution to a briefing paper series published by ITCs Trade and Environment Programme, UNEP and ICTSD, among other publications.

### Future Prospects

T4SD has secured medium-term sustainability through 2016 based on a mix of funding commitments from BMZ, SECO, the EC (DG-Trade) and the Dutch Ministry of Foreign Affairs. This funding will be used to take the programme to the next level.

This next phase of T4SD reflects challenges related to decision-making processes for public and private actors regarding the use and implementation of voluntary sustainability standards. As such, over the next three years T4SD will: (1) expand and improve the coverage of the Standards Map database; (2) develop a self-assessment tool for exporters (3) develop a diagnostic tool for harmonization and mutual recognition; (4) develop sector specific sustainable trade guides for SMEs and (5) enhance the curriculum and impact of the capacity building programme.

These activities form a holistic package that leverage the T4SD database structure and the standards data referenced therein. The activities are aimed at increasing the ability of SME exporters to penetrate higher-value markets via sustainable trade using freely-available global public goods that are entirely unique in the market. This is the T4SD value proposition.

## ITC Programme on Non-Tariff Measures (NTMs)

<b>Duration:</b>	Ongoing
<b>Total value:</b>	USD 12 million
<b>Donors:</b>	Multi-donor
<b>Regions:</b>	Global

**Objective:** The ITC programme on NTMs aims at enhancing transparency about non-tariff measures and related obstacles to trade as basis for better informed government policies with a view to increase export opportunities in developing countries and achieve the related developmental impact. Current activities comprise the collection and dissemination of government regulations on exports and imports as well as the analysis of the business perspective on NTMs based on comprehensive business surveys.

### Results

#### NTM analysis as needs assessment for concrete action in beneficiary countries

The results of the analysis of the business perspective on NTMs and related obstacles to trade lend themselves perfectly as comprehensive country needs assessments, allowing ITC and other organisations to build TRTA projects based on the issues identified. As a result of surveys carried out in Burkina Faso and Sri Lanka for example, both countries requested funds from the WTO Standards and Trade Development Facility (STDF) to solve some of the problems identified by ITC.

#### More transparency about applied NTMs through dissemination of official data

Government regulations on imports and exports ('official NTM data') are now available in ITC's Market Access Map: [www.macmap.org](http://www.macmap.org). NTM regulations are matched to products at HS6 level and can be linked to applied tariffs and trade values, allowing for a more complete picture of market access conditions for a particular product. The programme aims to have official NTM data available for 40 countries by March 2013.

#### NTM data and findings used as input for further analysis and research

The NTM analysis and findings have served as input to export potential assessments and to research and publications, including the WTO World Trade Report 2012. Comprehensive registers of exporting and importing firms are available for surveyed countries. The survey results allow valuable insights in the characteristics of each country's private sector, including variables on company size, products traded (on HS6 level), foreign ownership and gender of company owners, managers and employees.

### Future Prospects

Building on the successful Phase I and strong demand by beneficiary countries as well as donors, Phase II of the programme is currently being developed. Broadened in scope and depth, this USD12 million programme will aim at:

- Identifying burdensome NTMs:** Increasing the country coverage of the current programme adding another 20 to 40 countries for which an in-depth analysis of the business sector perspective on non-tariff obstacles to trade in goods will be undertaken through a large-scale business survey on NTMs and the related public-private dialogue mechanism. Particular emphasis will be put on regional analyses, e.g. in ASEAN, Arab States, EAC or Latin America. In addition, Market Access Map will continue to be populated with updated and new official NTM data.
- Assisting countries in overcoming non-tariff obstacles to trade:** This new component aims at elaborating an action plan for intervention in beneficiary countries of Phase I, facilitating its implementation through collaboration with ITC technical sections and external partners, and developing a mechanism for monitoring the impact of actions taken.
- Assessing obstacles to services trade:** As another innovation with respect to Phase I and due to the strong demand by beneficiary countries, this component foresees developing a methodology to cover NTMs in services trade to complete the view on NTMs affecting trade, both in goods and services. It comprises the development of a taxonomy of service-related NTMs and its validation in a multi-agency framework as well as the development of a survey methodology and its testing in selected pilot countries and service sectors.

# Trade Support Institutions Assessment, Benchmarking and Performance Improvement Programme

<b>Duration:</b>	2010 - ongoing
<b>Total value:</b>	USD 2 million from 2010 to 2012
<b>Donor:</b>	ITF Window 1
<b>Region:</b>	Global including Africa, Middle East, Asia, Latin America

## Objective

The Assessment, Benchmarking and Performance Improvement Programme is a multiyear ITC corporate initiative aimed at improving the performance of Trade Support Institutions (TSIs). Through this support, TSIs act as multipliers that ultimately lead to enhancing the international competitiveness of SMEs in LDCs and DCs. This programme provides TSIs with an independent and objective assessment of their institutional situation, their efficiency and their managerial performance in relation to the “good business practices” of other TSIs before advancing into performance an improvement action plan. The programme has a twofold objective of providing organizations with an independent assessment on their performance while offering them a global learning platform to compare processes and business practices for improvement.

## Results

### Developing a maturity based assessment and benchmarking model for TPOs

From 2008 to 2010, ITC explored alternative methodologies before developing a maturity based assessment and benchmarking model. During this initial stage, the focus was on Trade Promotion Organisations (TPOs) as a first step before expanding the programme to other types of TSIs. The new model centred on assessing the practices of TPOs, benchmarking them against recognised good practices. The model was finalized and adopted in December 2010. In addition the programme developed a full set of instruments that include: service delivery guidelines, user-friendly web-based software to process the information, score, and benchmark, and a standard report format.

### Pilot testing and implementing the model with 14 TPOs

The Benchmarking model was pilot tested in 2011 with 6 TPOs: AUSTRADE (Australia), BEDIA (Botswana), FINPRO (Finland), MATRADE (Malaysia), PROEXPORT (Colombia), and UEPB (Uganda). The pilot was well received by all participating TPOs not only as a useful instrument to assess performance and to identify strengths and weaknesses but also as a first step towards improving efficiency and effectiveness. The pilot stage enabled testing the model of assessment in a wide variety of organisations with different sizes, budgets, operating conditions and levels of maturity. The response was excellent because the model focused on common business processes rather than prescribing specific solutions or modes of operation.

In 2012, the programme was further extended. Benchmarking was delivered to 8 additional TPOs in El Salvador, Mauritius, Kazakhstan, Pakistan, Benin, Tunisia, Sri Lanka, and the Caribbean Export Development Agency. Organizations were selected in different regions based on their level of development and on their strong commitment to follow up with a performance improvement action plan, 4 of which have been initiated in 2012. Regional experts receive training to multiply the delivery capacity of the programme. In addition, the programme has developed a self-assessment tool, 2 case studies on good practices, a seminar on a specific case study, and the analysis of a set of quantitative indicators of TPO performance.

### Setting up a benchmarking web-based platform to share good practices and learn

The ITC benchmarking programme will be supported by an online learning platform providing intelligence to assist the senior management of the selected TPOs to set objectives, prioritize areas for improvement and implement new ways of working and thereby learn from the experience of other institutions. This application will be set up during the first quarter of 2013 and will allow TPOs, among other options: to request the assisted assessment; access a self-assessment option; compare their Benchmarking scores to average, maximum and minimum scores of other benchmarked TPOs; access a rich repository of case studies, notes and articles on best practices,

topics related to institutional development, organizational performance and result measurement; access blogs and social media tools to share their knowledge and experience.

## Future Prospects

The Benchmarking Programme was presented at a G-20 Trade and Investment Summit in Mexico on 5-6 November 2012. The group of G-20 Trade and Investment promotion agencies recognised the increasing demand of governments for demonstrated value of the resources invested in trade promotion and the importance of benchmarking in improving performance. Participating agencies agreed to use the web-based platform currently developed by ITC as a channel to exchange information and best practices within the G-20 Group in 2013.

During the same conference, UNCTAD and ITC initiated discussions on the connections between their respective models of assessment of investment and trade promotion activities. It is expected that the dialogue will continue in 2013.

Building on the successful Phase I and strong TPO demand, Phase II (2013-2015) of the programme will focus on expanding the TSI assessment, benchmarking and performance improvement programme. The 3-year USD 3.6 million programme will aim at:

- Consolidating the web-based platform as one of the main channels for the delivery of programme information and services (development of web content and hosting);
- Expansion of the assisted assessment to 36 TPOs and of the self-assessment to an estimated 70 TPOs;
- Completion of cross-studies based on the results of assisted and self-assessments;
- Extension of these methodologies to other categories of TSIs, including organisations that have both trade and investment promotion within their mandate;
- Assisting 15 institutions in the design and implementation of performance improvement plans;
- Consolidating the programme monitoring and evaluation system in close collaboration with participating TPOs and other TRTA partners.

# Modular Learning System in Supply Chain Management Programme

<b>Duration:</b>	2008 - 2013
<b>Total value:</b>	USD 4.2 million – to date
<b>Donor:</b>	Swiss State Secretariat for Economic Affairs (SECO), European Commission
<b>Region:</b>	Africa, Middle East, Asia, Latin America

## Objective

To contribute to the enhancement of export competitiveness and development of SMEs through supply chain improvement in line with ITC's strategic objectives to strengthen export capacity of enterprises to respond to market opportunities.

The programme builds the capacity of enterprises and prepares them to connect with global supply chains by offering high quality vocational training and certification. The MLS-SCM is aimed specifically at staff responsible for managing purchasing and supply chain operations in enterprises.

## Results

### Establishing a self-sustaining network of licensees and trainers

MLS-SCM has established a global network of about 70 active licensees/partner institutions and 1,500 trainers in over 50 countries. Under ITC's guidance and supervision, local licensees have been training an average of 4,000 participants, with an average of 6,000 certification modules taken annually. The programme has a strong multiplier effect. For example, in 2011, 225 trainers were involved in training 3,770 beneficiaries.

The total revenue for the institutional network of licensees was estimated at USD 2.6 million in 2011. Eighteen modules have been developed and content is available in English, Spanish, Chinese, and French. Supply chain management skills offered to participants include among others: planning, demand and supply management, managing logistics and inventory, purchasing, supplier management, negotiation, contract preparation, operations management, finance, and customer relationship management.

### Strengthening the Supply Chain Capacity of Enterprises

The MLS-SCM programme is highly relevant to LDCs and DCs and well positioned in larger beneficiary companies. It provides a strong opportunity for growth in clusters, global value chains, public sectors. So far more than 27,000 people (out of which 36% were women) from thousands of enterprises worldwide have been trained in supply chain management in over 50 least developed and developing countries including China, Malaysia, Laos, Indonesia, Vietnam, India, Bangladesh, Pakistan, Philippines, Jordan, Egypt, Ethiopia, Sudan, Eritrea, Kenya, Nigeria, South Africa, Colombia, Peru, Argentina, and Mexico.

The need for this programme is demonstrated by the increased number of registrations for its certification, from 4,700 in 2007 to 6,000 in 2011 alone. The programme contributes significantly to IMDIS reporting on enterprise assistance, accounting for 46% of the total enterprises directly and indirectly trained by ITC in 2010-2011.

### Demonstrated Improved Supply Chain Efficiencies

The MLS-SCM programme has strengthened the supply chain management skills of many enterprises resulting in improved efficiencies and cost effectiveness. Over the years many participants have reported significant improvements in their enterprises after applying the skills acquired during the training on the job.

For instance in Bangladesh a participant reported a savings of EUR 2.6 million through re-negotiation with suppliers, competitive bidding, and developing competitive sources of materials and services. A participant from China reported an increase in sourcing performance of 50% over 2 years by involving suppliers in early stages of product development, improved packaging and logistic methods, and improved negotiations with suppliers. A Colombian beneficiary achieved savings of USD 10.7 million by restructuring the policy for supply and migrating the company to an

ERP application for information management (SAP). In Ethiopia a participant reported that implementation of the learning from the MLS-SCM programme helped save USD 31,500 and contributed to overall savings of USD 95,000 through reduced transportation and shipment risk by introducing a system to purchase insurance policy for inland transportation.

## Future Prospects

Based on the recommendations of the 2011 mid-term evaluation and 2012 market value analysis, a new strategic redeployment plan has been developed to refocus MLS-SCM towards SMEs in LDCs and DCs as main target beneficiaries. The objective is to contribute to the enhancement of export competitiveness and development of SMEs through supply chain improvement in line with ITC's strategic objectives to strengthen export capacity of enterprises to respond to market opportunities. The plan will build on the success of the MLS-SCM programme to date and continue working through local licensees.

The new scope of the programme will aim at:

**Increasing coverage** - This involves the development and introduction of customized training packs designed to meet the needs of SMEs in LDCs and DCs. The new module for SMEs will be launched in 2013. There will also be short, tailor-made and affordable training courses focussing on specific SCM-related topics.

**Providing advisory services** - The programme will develop local advisory services to support enterprises to improve their operational efficiencies, especially in export oriented value chains.

**Networking services** - The online networking platform will enable enterprises to share experiences and will help SMEs learn from one another, access technical and market information, and develop business opportunities. To this end the MLS-SCM programme is actively involved in the 2013 World Export Development Forum (WEDF) which will focus on the integration of SMEs in developing countries into regional supply chains within the overall policy objective of employment generation.

**IT Portal** - The IT platform will be enhanced to support an online E-learning programme. This will ensure wide scale dissemination in countries where the majority of the licensees operate predominantly from capital cities, making it impossible for SMEs to benefit from the programme throughout the entire country.

**Integration into ITC's TRTA programmes** - The MLS-SCM programme will better reach out and strongly support SMEs through integration into ITC's TRTA programmes and other country projects.

**Partnerships with global SCM institutions** - Partnerships will be established with global SCM institutions, international development agencies and larger corporations with the aim of supporting and better reaching SMEs and suppliers in DCs and LDCs to enable them to enter into global value chains. A reciprocity agreement was signed with the Institute of Supply Management for mutual recognition of the diplomas of ITC and ISM in 2012. Discussions have started with Bosch GMBH and the Karlsruhe Institute of Technology for a tri-partite partnership aimed at bringing their expertise together to support enterprises in developing countries.

The current phase of the programme funded by SECO comes to an end in 2013. Considering the high impact of the past achievements and relevance of the MLS-SCM training programme within the portfolio of services offered by ITC this proposition is seeking funding to continue to grow and expand the programme.

## NEW INITIATIVES

### Building Services Export Excellence in Developing Countries and Transition Economies

**Duration:** Jan 2013 - Dec 2015

**Total value:** USD 4 million

**Donor:** To be determined

**Region:** Global

#### Objective

ITC is introducing a suite of targeted new initiatives to build developing country export competitiveness in services. ITC's priority is to bring world class expertise to the task of building services enterprise competitiveness and to achieve concrete export outcomes in ITC beneficiary countries.

Consistent with ITC's strategic Plan, the programme's objectives are:

- Produce, improve access to and use of reliable and user-friendly services-related trade intelligence. Build awareness around the importance of services as a potential export driver for developing countries, including LDCs
- Build and strengthen the capacity of trade support institutions to foster an enabling business environment, to benchmark regulatory practices, and to promote services exports
- Enhance the export readiness of services SMEs in responding to market opportunities, including in global and regional value chains
- Achieve, as a cross-cutting objective, a higher level of sustainable and inclusive participation in the regional and international services economy

#### Programme Offering deployed at Country or Regional level

The three year Trade in Services Strategy starts with the provision of quality informational tools to boost awareness and understanding of services and the specific needs of services exporters globally. In addition to trade information, ITC will offer an integrated approach based on five main elements put together on country or regional level based on identified needs:

- Activating local industry champions to organize better for export success, specifically through the creation of local coalitions of services industries
- Mobilize support for the development and implementation of services industry competitiveness roadmaps and associated services export action agendas
- Strengthen capacity at enterprise-level for innovation and value-add for export success, including inter-connectedness with international services standards and quality assurance systems
- Build capacity in trade promotion organizations, by providing tailored tools and skills to showcase services expertise on the international market
- Facilitate appropriate coordinating mechanisms for public/private dialogue across a broad range of government and regulatory agencies in the services sector

These Trade in Services initiatives will be realized through information tools including Services Economy Snapshots, Business Briefs and Industry Competitiveness Ecosystem Portraits, as well as training modules focused on services coalition building, services excellence export promotion, services statistics, value chain analysis, regulator-best practice self-assessment questionnaires and innovation for export "I-cosystems".

ITC will also be raising awareness on the importance of services at international events. Highlights include a Forum at the WTO Ministerial Meeting in Bali in December 2013 which will, inter alia, showcase the results of ITC's forthcoming work to build and empower a local services industry coalition in Indonesia - and a session at the 2013 WEDF showcasing ITC's work to facilitate emergence of a South African services industry coalition.

Other features include National Services Days, and export promotional “Services Sans Frontières” Business Fairs at regional and international level, including in future a proposed ITC Display Booth at the world’s only existing such fair, the China International Fair for Trade in Services, as well as various platforms for enhanced public/private exchange on services competitiveness.

### Sector, Geographic Focus and Partnerships

Initially the team will focus on 3 loose clusters of services industries: Tourism (including Health Tourism and backward linkages into other sectors such as Creative and Cultural services), Transport/Logistics/Distribution and IT-enabled Business Services (including ITO/BPO/KPO). This initial choice is justified by trends in the global export trade data and is also consistent with the results of various demand and needs assessments carried out by ITC to date.

Demand for ITC’s new services offering is already in evidence. The Services Team has received informal and formal indications of likely interest inter alia from Argentina and Peru (IT-enabled Business Services), South Africa and Indonesia (Services Coalition Building), Pacific Islands (Women in Tourism), The Gambia and Myanmar (Tourism), Senegal, Sri Lanka, Morocco (Medical Tourism), Rwanda, Uganda (Enterprise capacity building), The Philippines (Professional Services e.g. Architecture), Senegal (Tertiary and Adult Education), CARICOM (Cultural and Entertainment services). The team also anticipates interest in Financial Services, Construction and Audio-visual services.

All activities will be implemented in close partnership with a wide variety of national, regional and international organisations and business associations, including the WTO Secretariat, UNCTAD, the World Bank and the Global Services Network. ITC will host an annual inter-agency Services Experts Roundtable in Geneva to maintain cooperation and consultation with these and other agencies and think tanks. ITC will also contribute to UNCTAD’s annual Global Services Forum.

## Creating and retaining value at source through branding

**Duration:** Oct 2012 - Dec 2015  
**Total value:** USD 3.5 million for 3 countries  
**Donor:** ITF Window 1 - to be determined  
**Region:** Global

### Objective

On average less than 10% of the value created through an export transaction from a developing country is retained at source in the country. Moving away from undifferentiated commodity type exports, the objective of this programme is to help DCs and their exporters maximize the value generated from their export transactions, using branding and IP as tools to differentiate in the market place and create lasting superior returns.

### Results

Based on the unique Brand methodology and toolkit developed by ITC in close collaboration with WIPO (IP management side), this programme will be implemented in three countries and demonstrate the ability for the beneficiaries to move away from an undifferentiated commodity type approach to a differentiated branding approach that will increase revenue generation by at least 20% in the country.

The methodology can cover brand differentiators such as Geographical Indications, certification marks or distinctive brand identity, or combinations thereof. As a result, country export strategies will evolve from a strict volume growth approach to a quality growth, sustainable revenue maximization model.

### Future Prospects

Country success stories will validate a value creating brand model that can be scaled up and disseminated throughout the developing world.

## Needs Assessment and Project Design

<b>Duration:</b>	3 years
<b>Total value:</b>	USD 2 million
<b>Donor:</b>	ITF Window 1 - to be determined
<b>Region:</b>	Global / 10-12 countries / regions annually

### Objective

Needs assessment is the sine qua non for successful trade-related technical assistance. As such, it has always been an integral part of ITC's work. Yet, our strategic shift towards impact-driven assistance through delivering large programmes requires a more systematic and in-depth approach to needs assessment. Large multiyear programmes aim to provide integrated solutions in a complex and dynamic environment. A more thorough and structured assessment of the objectives and related bottlenecks is a precondition for success. ITC has therefore invested in the development of a new needs assessment and project design methodology which is to become the foundation for generating new project and programmes.

### Planned results

The project will allow ITC to carry out a dozen country and regional needs assessments per year and will translate the findings into appropriate solutions for trade-related technical assistance.

The needs assessment programme will frame a dialogue with political and business leaders around the main development objectives of beneficiary countries or regions and will define ITC's role in achieving these strategic objectives for the years to come.

The project design method will generate concrete support packages in form of large projects or programmes in close consultation with country and regional stakeholders. The objective is to bring together ITC expertise in results-oriented sets of interventions around key impact areas. This novel approach to needs assessment and project design generates important effectiveness and efficiency gains:

- Increased effectiveness is achieved through commonly defined development objectives that lead to stronger project ownership by country and regional counterparts and as a result of maximized synergies with other actors. The methodology also puts to effective use the assessment work carried out in the context of export strategies, NTM surveys and other ITC services.
- Increased efficiency comes from a structured process and supporting tool-kit for needs assessment and project design. It allows for a clear division of labour, improves organisational learning, and facilitates resource mobilization. As a result we are able to reduce time and costs for designing needs-driven and innovative TRTA solutions.

The methodology is being rolled-out and fine-tuned in 2013. The point of departure is to formulate, together with local stakeholders, a clear vision and roadmap for long-term cooperation. Based on commonly defined impact areas, large and concerted interventions will be designed. ITC programmes are not only larger but more focused and better aligned. Ultimately, the process aims at making optimum use of trade-related technical assistance for boosting sustainable human development as set out in the MDGs.