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Summary Review *of Technical Cooperation Projects* *Operational in 2002*

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The information contained in this document complements the ITC Annual Report. It is intended to give the reader an overview of all ITC projects operational in 2002. More information on individual projects can be made available, upon request (please contact Ms. E. Bisson, External Relations Officer, bisson@intracen.org). The address of the corresponding website has been added for ease of reference where appropriate.

This review shows a general description of each project as extracted from the latest project document available, emphasizing the main project objectives together with aspects related to the project's strategy.

It also shows a short summary of the results achieved by each project during the year. In line with ITC's results-based management approach, the summary is related, as far as possible, to the actual achievement(s) of the project in direct relation to its objective(s) and with less emphasis on activities and outputs.

Where appropriate, the findings and conclusions of an evaluation exercise are also reported.

The geographical grouping of countries in this document follows the grouping adopted by UNDP.

SUMMARY REVIEW OF TECHNICAL COOPERATION PROJECTS OPERATIONAL IN 2002

Project title, number and source of financing	Project description	Achievements to end 2002
GLOBAL TRUST FUND (see also document ITC/AG(XXXVI)194)		
<p>Window I. Canada, Denmark, Finland, Ireland, Norway, Sweden, Switzerland and the United Kingdom.</p>	<p>Contributions to GTF Window I are for unspecified purposes. They are allocated by the ITC secretariat and reported to the Consultative Committee post facto. They are used primarily to finance technical expertise and programme development activities in the priority areas agreed by JAG.</p>	<p>Window I financed activities to strengthen ITC's research and service delivery capabilities, particularly those which contribute to the Doha Development Agenda. The funds available under Window I allowed ITC to: meet requests from specific countries for project and programme development assistance; maintain and enhance dialogue with beneficiaries; participate in inter-agency meetings at country level; and convene expert meetings to share views with recipients and partners on strategies and work programmes in specialized subject areas. (See document ITC/AG(XXXVI)/194.) Activities implemented in 2002 included:</p> <ul style="list-style-type: none"> • Development of ITC's programmes/specific initiatives in relation to NEPAD, export quality management, trade in services; export packaging and trade data. • Programme formulation activities in Angola, Cambodia, Central Asia, China, the Comoros, Georgia, El Salvador, Ghana, Guinea-Bissau, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mongolia, Mozambique, Nepal, Nigeria, the Philippines, Romania, Senegal, the United Republic of Tanzania and Uganda.
<p>Window II. World Tr@de Net (Business development and the Doha Development Agenda). INT/W2/05-W2/10. Germany, Sweden, Switzerland and the United Kingdom.</p>	<p>Within the context of the Doha Development Agenda, the World Tr@de Net (WTN) aims to develop and strengthen the capacity of the business sector in developing and transition economies to:</p> <ul style="list-style-type: none"> – Analyse and address the changes of the international trading environment resulting from the implementation of the WTO Agreements; – Contribute meaningfully to the negotiations through dialogue with the public sector. <p>Website: <www.intracen.org/worldtradenet></p>	<p>Six new countries joined the network in 2002, making a total membership of 45 countries. The programme assists country networks to understand better the business implications of WTO Agreements and negotiations. Activities of the country networks have effectively promoted a better government–business partnership with special emphasis on the integration of business views into the country negotiating positions in the current WTO trade negotiations. The sharing of information and 'best practices' is a vital element in the programme, hence:</p> <ul style="list-style-type: none"> – Regional workshops organized for member countries conveyed up-to-date information, introduced new business information materials, and encouraged government–business dialogue. Subjects addressed included TBT, textiles and clothing, trade remedies and anti-dumping. On such occasions, country papers on WTO-related issues have been prepared by network members, and have been available on the web. Such events are often followed up by country workshops organized by network members themselves. For instance, as a result of regional TBT workshops, the Brazilian National Institute of Metrology, Standardization and Industrial Quality (Inmetro) has joined forces with the main Brazilian players in this area to launch a national training programme on TBT issues, using WTN material. Members in Nepal and the Philippines undertook their own dissemination activities. In Belarus and Croatia, for instance, 'echo' country events followed the workshop on trade remedies. – Further information on current WTO work and its business implications is given to all members through the monthly World Tr@de Net newsletter. – Progress reports on WTO negotiations and implications are regularly issued. Examples include the <i>Progress Report on the WTO Agricultural Negotiations</i> and <i>Business Implications of the United States Safeguard Measures on Steel Products for Developing Country Exporters</i>. – Six publications have been prepared to assist business people to understand specific issues deriving from the WTO Agreements and negotiations and their effect on trade policies. These publications include three Business Guides to Trade Remedies in the European Union, the United States and Canada. – Training packs continue to be drafted and a new <i>Training Pack on TBT</i> was prepared. – At the end of the year, the programme launched the 'Business for Cancun' initiative aimed at preparing the business community for the WTO Ministerial Conference in September 2003.

Project title, number and source of financing	Project description	Achievements to end 2002
<p>Window II. Capacity building and networking for business information services (CAPNET/BIS). INT/W2/06. France, Sweden, and Switzerland.</p>	<p>This programme has three main objectives:</p> <p>(a) Build up capacity of Business Information Services (BIS) within Trade Points and other partner organizations to enable them to perform their information management and supply operations in a cost-effective way.</p> <p>(b) Improve the availability of information on market access conditions.</p> <p>(c) Facilitate the sharing of information and know-how between BISs, through regional and interregional networks using new information and communication technologies.</p> <p>Publications and materials produced by CAPNET/BIS can be accessed through the website of the ITC Trade Information Section: <www.intracen.org/tis></p>	<p>Efforts continued to support an increasing number of BISs. In line with the priorities of the new strategy on trade information, the programme (using about 50% of its initial budget) focused primarily on capacity-building activities, including responses to requests for technical assistance from partner organizations (with special emphasis on LDCs and transition economies), and development of tools of common interest.</p> <p><i>Objective (a): Capacity building.</i> Advisory missions were organized in 11 countries to strengthen local BISs; 3 regional workshops took place, in cooperation with UNCTAD and Trade Point regional forums, which contributed to the benchmarking and exchange of know-how between advanced organizations and beginners, and led to the design of joint activities and projects. Awareness seminars were organized in close cooperation with 5 TSIs to guide businesspeople on the effective use of trade information services. Guidebooks on information dissemination, operation of BISs and performance measurement were distributed to a large number of TSIs. A new release of the Tool Kit on CD-ROM was produced to support the preparation of training events by partner organizations.</p> <p><i>Objective (b): Market access conditions.</i> Research activities on information sources related to market access conditions continued through an analysis of relevant web sources. The resulting information was integrated in the new ITC Trade Information Reference System (TIRS), which covers over 15,000 sources and is now accessible online through the ITC website with a streamlined user interface. The intensive use of this facility reflects a need to bridge important information gaps on foreign markets.</p> <p><i>Objective (c): Trade information networks.</i> Trade information networks were supported in cooperation with the World Trade Point Federation (WTPF) and regional initiatives. Surveys were conducted on best practices for information dissemination through the Internet, and on selling trade information services. Meetings were organized in cooperation with UNCTAD and WTPF to assist the Trade Point Network in developing its global business plan, trade directory and website, and in launching income-generating initiatives. Support was also provided to network projects such as ECO TradeNet in the ECO region, AREC in Western and Central Africa, CaribExport in the Caribbean region, and Trade Points regional forums.</p> <p>The PROMOTE iT programme, aimed at developing international partnerships in the area of ICT services such as software development, database management, web design and call centres, was pursued with the facilitation of virtual contacts through a common web portal and the organization of an international pavilion at the European Information Technologies Week (SETI) trade exhibition in Paris, leading to personal trade contacts.</p>

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<p>Window II. Competitiveness improvement of small and medium-sized enterprises (SMEs) (ProCIP). INT/W2/07. India and Sweden.</p>	<p>ProCIP aims to enhance the capacity of SME development agencies (private and public) to help SMEs strengthen their competitive edge. It actively promotes formation of networks as a means to reinforce institutional capacity and technical know-how. Using the innovative 'product-network approach', the programme assists partners to develop enterprise competitiveness tools and practical guides. The implementation process contributes to capacity building of network partners.</p> <p>The operational methodologies and processes of the programme establish and enforce networks of trade support providers through virtual discussions, videoconferencing and training workshops, and help national partners to assess and respond effectively to SME needs by offering new services based on customized tools and guides.</p> <p>ProCIP website on SME Competitiveness: <www.intracen.org/ec></p>	<p>As part of the consolidation of networks an e-discussion was held on the role of networking in improving competitiveness. Based on requests from its strong partner networks, in 2002 the programme developed the following:</p> <ul style="list-style-type: none"> – <i>Benchmarking tools</i>. 'The Fit: Benchmarking for SME garments manufacturers', and 'Benchmarking for services sector firms'. 'The Fit' was pilot tested by selected companies. – <i>Diagnostic tools</i>. 'ISO 9001 Fitness Checker' and 'Packaging Fitness Checker'. – <i>Trade Secrets: The export answer book</i> was adapted by eight more countries. To date 40 countries have adapted this guide for SMEs to national conditions. Two other countries have updated and republished their national versions – <i>Secrets of Electronic Commerce</i>. This guide for SME exporters was adapted by four countries. A fifth adaptation was realized for the Caribbean region, bringing the total national adaptations of this guide to 21. – <i>Export Quality Management</i>. Adaptation of this new guide for SME exporters commenced in partnership with Inmetro (Brazil). – <i>How to Approach Banks</i>. Seven national adaptations were realized, bringing the total number of national adaptations to 16. <p>Product-partnerships. Over the years, the essential feature of ProCIP has been the formation of productive and sustainable partnerships between the programme, national TSIs and agencies at a regional level, through the product-network approach. National partners (for example, Bolivia, Jordan, Oman) have revised, updated and reprinted their first national adaptations of <i>Trade Secrets</i>. Most of the partners who have adapted the original <i>Trade Secrets</i> book have signed new agreements with ITC to adapt <i>Secrets of Electronic Commerce</i>, and <i>Export Quality Management</i>, the latest publication in the Trade Secrets series. Partners are now paying ITC a small fee for the rights to adapt Trade Secrets publications. Regional collaboration between countries (for example between El Salvador, Guatemala and Honduras) has also been a prominent feature; countries assist each other in the development of adapted versions, and jointly organize and launch their national versions.</p>
<p>Window II E-Trade Bridge Programme for SMEs. INT/W2/08. Norway and Switzerland.</p>	<p>The goal of the E-Trade Bridge Programme for SMEs is to create internationally competitive e-competent businesses, and to build national e-trade capacities within the institutions that support them. The programme is modular and features: country e-assessment reports, kick-off meetings, Winning With the Web (WWW), strategy trainers, and Enabling the SMEs (Training the trainers).</p> <p>Website: <www.intracen.org/etradebridge></p>	<p>The <i>national e-assessment report</i>, including research based on ITC methodology, is the initial step for programme implementation in a country. It identifies assets and liabilities relating to ICT, and assesses e-facilitated trade risks and opportunities. Reports from 3 countries have been prepared, and work is in progress in 25 others. Three national <i>kick-off meetings</i> using the e-assessment report as an important input have already been organized. During these meetings a common understanding of the state of 'e' in the country is developed among the stakeholders, a low-cost support network is formed, and action points for the short, medium and long term are identified.</p> <p>The WWW component of the programme requires SMEs to be assessed on management-, export- and e-readiness, for the preparation of best practice cases. The programme has started in Kenya and Viet Nam, and preparations for launching WWW in India have been initiated.</p> <p>To initiate the building of national and regional hubs for e-competence, an ITC subsite is now available covering detailed information about the programme. Model websites dedicated to the kick-off meetings, were designed and delivered before the meetings themselves. Development of national and regional hubs is an ongoing process within the programme.</p>

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<p>Window II. South-South Trade Promotion (SSTP). INT/W2/04, INT/W2/09. Germany, Norway, Sweden and Switzerland.</p>	<p>A transaction-oriented programme to generate new trading opportunities among developing countries and economies in transition. It aims at achieving four objectives:</p> <ul style="list-style-type: none"> – To put into place data sets providing information on trading opportunities in a regional and, selectively, interregional perspective; – To introduce tailor-made methodologies and customized tools for SSTP; – To generate new trade flows, and trade-related business arrangements; – To institute specific strategies and programmes for SSTP, for eventual implementation with or without ITC assistance. 	<p>In 2002, the four objectives of the programme were achieved substantially and systematically. Ten events were organized in Latin America, Central Asia, Africa, and South and South-East Asia, and provided more than 550 SMEs with a platform for business negotiations. Each event had a specific product sector chosen according to regional demand and selected after workshops held with respective counterparts. In preparation for each event, counterparts undertook supply and demand surveys to capture the dynamics of the industry and to provide an effective business information tool (including legal information such as model contracts) for enterprises seeking import, export and other commercial opportunities in their region. This programme worked with ProCIP (INT/W2/07) to make available its related tools and the Trade Secrets series guide on the automotive components industry for specific events. As the surveys contain company profiles, they also serve as an industry-specific business directory. There were 38 surveys undertaken, covering 5 sector groups. Several participating enterprises negotiated strategic alliances to improve their global competitiveness.</p>
<p>Summative evaluation: South-South Trade Promotion. <i>In 2002, an evaluation entitled ‘South-South Trade: Reflections for the Future’ was carried out by three independent consultants, covering the private sector, the public sector and the international community respectively. While recognizing that the SSTP was unique and effective and a highly relevant trade-related technical assistance ‘product’, the evaluation concluded that the very modest size of the programme was not at all commensurate with the challenge and the needs. It also noted that the present SSTP methodology has, over the years, proven its validity but methods to measure progress and achievements, although difficult to implement, will need to be further refined. The challenge is not so much to expand the programme’s reach but more to ensure its sustainable results. This was acknowledged in the ITC management response.</i></p>		
<p>COUNTRY AND REGIONAL PROJECTS</p>		
<p>AFRICA: Country projects</p>		
<p>Benin. JITAP: BEN/C2/00. Part of the financial resources required is being provided through CTF Window II by Denmark, the Netherlands and Sweden.</p>	<p>See general description of JITAP under regional projects.</p>	<p>See general achievements of JITAP under regional projects.</p>
<p>Programme evaluation. <i>A national evaluation of JITAP’s achievements, lessons learned and proposals for the future was carried out by a national consultant. The report’s main findings have been included in the main evaluation report as annex I.</i></p>		

Project title, number and source of financing	Project description	Achievements to end 2002
Burkina Faso. JITAP: BKF/C2/00. Part of the financial resources required is being provided through CTF Window II by Canada, Denmark, Finland, France, the Netherlands and Norway.	See general description of JITAP under regional projects.	See general achievements of JITAP under regional projects.
Programme evaluation. <i>A national evaluation of JITAP's achievements, lessons learned and proposals for the future was carried out by a national consultant. The report's main findings have been included in the main evaluation report as annex II.</i>		
Côte d'Ivoire. JITAP: IVC/C2/00. Part of the financial resources required is being provided by CTF Window I and Côte d'Ivoire.	See general description of JITAP under regional projects.	See general achievements of JITAP under regional projects.
Programme evaluation. <i>A national evaluation of JITAP's achievements, lessons learned and proposals for the future was carried out by a national consultant. The report's main findings have been included in the main evaluation report as annex III</i>		
Côte d'Ivoire. Réforme du système des marchés publics (composante institutionnelle et développement des outils). IVC/38/02	The project will contribute to the improvement of the management of public resources through the setting up of a modern, efficient and transparent public procurement (PP) system.	At the request of the Ministry of Finance, ITC was involved in the national public procurement (PP) reform initiative. The PP framework is being analysed and benchmarked toward international best practices, including UEMOA and OHADA recommendations. A set of proposals will be submitted in order to: simplify existing PP procedural aspects; improve financial and budgetary management of PP projects; improve the arbitration mechanisms; and create a legal framework for Build–Operate–Transfer (BOT) and concession contracts.
Gambia. Public Procurement Reform in the Republic of the Gambia. GAM/95/07. World Bank.	Under the Gambia Capacity Building for Economic Management Project (CBEMP) funded by the World Bank, ITC, the Gambia and the Bank have agreed on a three-phase programme of technical assistance to develop a modern public procurement system. The immediate objectives of the project are to: – Build institutional capacity for a modern transparent system; and – Harmonize policies with donor requirements.	The draft law setting out the objectives of procurement reform and establishing a Public Procurement Policy Office to support reform efforts, which had been drafted with ITC assistance, was adopted by the National Assembly with some changes in December 2001. It was signed by the President in February 2002 and became law. ITC worked with the Government in the implementation of the law and a symposium was held to introduce draft regulations, standard documents and forms, and training materials. ITC also assisted the Government to meet its commitments to establish and staff a new Gambia Public Procurement Authority (GPPA) to oversee the procurement process. This happened in late 2002 and the new GPPA will begin to manage the process with ITC support through 2003.
Programme evaluation: IPSM. <i>This project was assessed in late 2001 by one member of the evaluation team as part of the evaluation of the IPSM programme, which was completed in 2002. Corresponding findings and possible recommendations have been included in the global evaluation report.</i>		

Project title, number and source of financing	Project description	Achievements to end 2002
Gambia: Follow-up to Trade Round Table. Pilot phase of the Integrated Framework. GLO/02/G02. IF Trust Fund (ITF)/UNDP.	The project aims to assist exporters to integrate the global trading system, and strategy-makers to mainstream trade in development plans and poverty alleviation strategies, in particular Poverty Reduction Strategy Papers (PRSP). The two main focus areas of the project are to assist in the preparation of subsector strategies for products having good export potential, and to strengthen the capacities of the Department of State for Trade, Industry and Employment (DOSTIE) and the Gambia Investment Promotion and Free Zones Agency (GIPFZA) to provide efficient investment promotion related services.	A thorough diagnosis of the trade information requirements of the Gambia was carried out. Trade documentation and equipment were provided to DOSTIE, GIPFZA and the Gambia Chamber of Commerce and Industry. Moreover, the project has resulted in the preparation of sector strategies for five important sectors. The project is assisting in the implementation of the strategies by supporting micro projects in the horticulture, fisheries and tourism sectors.
Ghana. JITAP: GHA/C2/00. Full funding for the project is provided by Switzerland (CTF Window II).	See general description of JITAP under regional projects.	See general achievements of JITAP under regional projects.
Programme evaluation. <i>A national evaluation of JITAP's achievements, lessons learned and proposals for the future was carried out by a national consultant. The report's main findings have been included in the main evaluation report as annex IV.</i>		
Guinea-Bissau. Réforme du système de passation de la commande publique. GBS/48/01. The Netherlands, through the Embassy in Senegal.	The project's aim is the establishment of a full-fledged public procurement system in Guinea-Bissau (development of an institutional and legal framework and building of local capacities).	The new regulatory (public procurement code) and institutional (public procurement directorate) framework has been established, adopted and entered into force. In terms of capacity building, a set of tools has been completed (training modules, technical guides, standard forms, simplified bidding documents, a database, a website, etc.) and has been transferred to the counterpart and beneficiaries. A group of trainers has been trained to provide training to public servants and raise awareness in the private sector. Further to the evaluation, ITC was invited to participate in the Fiduciary Forum 2002 in Washington D.C. in March 2002 to present the project, which was described as 'a success story'.
Guinea-Bissau: Intermediate evaluation. <i>The overall evaluation carried out by a consultant appointed by the World Bank was positive and confirmed that the objectives of Phase I have been met. The project has generated enthusiasm and created a momentum within the public system in the country and the evaluation concludes that this should be maintained into a second phase.</i>		
Programme evaluation: IPSM. <i>This project was assessed in late 2001 by one member of the evaluation team as part of the evaluation of the IPSM programme, which was completed in 2002. Corresponding findings and possible recommendations have been included in the global evaluation report.</i>		
Kenya. JITAP: KEN/C2/00. Part of the financial resources required is being provided by CTF Window I.	See general description of JITAP under regional projects.	See general achievements of JITAP under regional projects.
Programme evaluation. <i>A national evaluation of JITAP's achievements, lessons learned and proposals for the future was carried out by a national consultant. The report's main findings have been included in the main evaluation report as annex V.</i>		

Project title, number and source of financing	Project description	Achievements to end 2002
Kenya. Capacity building on the multilateral trading system (JITAP). KEN/01/005. UNDP.	This project supports activities undertaken under the Export Strategy Cluster of JITAP. It interacts with and complements activities implemented in other projects, to help enterprises and their business development organizations in designing and implementing sectoral development strategies as well as enterprise specific marketing strategies aimed at taking better advantage of market niches and opportunities.	The project has made an important contribution to the preparation of the horticulture sector strategy. A market orientation tour was organized to familiarize exporters and representatives from the Fresh Produce Exporters Association of Kenya (FPEAK), and the Horticultural Crop Development Authority (HCDA) with market trends and market entry requirements for horticulture exports to the European Union (EU). The tour also resulted in direct business contacts established, for instance, with importers in the United Kingdom. Moreover, the project has resulted in a specific understanding of quality and standards requirements for imports into the EU, in particular in respect of EUREP-GAP.
Mozambique. Towards an export development strategy in Mozambique. MOZ/35/05. Ireland.	The project aims to build capacity of the Institute for the Promotion of Exports (IPEX) in export strategy formulation, using wood manufacturing as a pilot sector. In a second phase, the project will support IPEX and selected local partner institutions in implementing key elements of the strategy, by providing technical assistance in practical areas such as product adaptation, quality assurance and marketing, as well as the involvement of poor producers in the export value chain.	The strategy process was kick started with a workshop that created a number of working groups which, since then, have been meeting at regular intervals. They have been compiling information about the supply situation and constraints faced by the wood sector in order to lay out a road map for the development of a strategy. At the same time, IPEX staff were trained on strategy formulation.
Senegal. Appui institutionnel et opérationnel au développement des exportations du Sénégal. SEN/20/90. Canada.	The project's principal objective is to assist the Government of Senegal, during the transition phase, to develop technical assistance programmes at sectoral level that will support the implementation of STRADEX (the Strategy for Export Development), adopted in October 2001.	Further to the four-sector strategies formulated in 2001 and to the national symposium held in October 2001 that validated the work, a programme of technical cooperation is being drafted with the sectoral committees that were previously established to identify needs in technical cooperation for implementing STRADEX.
Uganda. JITAP: UGA/C2/00. Full funding for the project is provided through CTF Window II by Denmark, Germany, the Netherlands, Norway and Switzerland.	See general description of JITAP under regional projects.	See general achievements of JITAP under regional projects.
Programme evaluation. <i>A national evaluation of JITAP's achievements, lessons learned and proposals for the future was carried out by a national consultant. The report's main findings have been included in the main evaluation report as annex VII.</i>		
Uganda: Follow-up to Trade Round Table Pilot phase of the Integrated Framework. GLO/02/04. IFTF/UNDP.	The project aims to assist exporters to integrate the multilateral trading system, and strategy makers to mainstream trade, in development plans and poverty alleviation strategies, in particular PRSP. The main focus is to assist in the preparation of sectoral export strategies for products having good export potential applying a 'coaching' and 'do-it-yourself' approach followed by a national export strategy. It also aims to provide assistance for strengthening the Inter-Institutional Committees and the network of trainers established under JITAP.	The project has assisted in the preparation of sector strategies (silk and grains) and provided planting materials and vital inputs and equipment to silk and grain farmers. It has also provided the basis for the preparation of the national export strategies, and assistance to the work of the Inter-Institutional Committee and the network of trainers trained under JITAP. A comprehensive review of all trade-related research and analysis as well as TRTA carried out in Uganda in the last few years has been prepared.

Project title, number and source of financing	Project description	Achievements to end 2002
United Republic of Tanzania. Development of trade-related human resources and consultancy services. URT/97/026. Switzerland and UNDP.	The project aims at development of Trade Tutor teams and international purchasing and supply management (IPSM) trainers and consultants in conjunction with a local institution introducing the ITC Global Competitiveness Curriculum (GCC).	Numerous fee-based training events for the Tanzanian business community were carried out by ITC's partner institution, the Centre for International Business Development Services (CIBDS). These events demonstrated the capability of CIBDS to generate revenue and be self-sustaining. CIBDS was launched formally at the end of the year, as were its three core academic and professional training programmes in the areas of international business management, IPSM and public sector procurement.
Programme evaluation: IPSM. <i>As part of the evaluation of the IPSM programme, which was completed in 2002, this project was assessed in late 2001 by one member of the evaluation team. Corresponding findings and possible recommendations have been included in the global evaluation report.</i>		
United Republic of Tanzania. JITAP: URT/C2/00. Full funding for the project is provided through CTF Window II by Canada, Denmark, Finland, Germany, the Netherlands and the United Kingdom.	See general description of JITAP under regional projects.	See general achievements of JITAP under regional projects.
Programme evaluation. <i>A national evaluation of JITAP's achievements, lessons learned and proposals for the future was carried out by a national consultant. The report's main findings have been included in the main evaluation report as annex VI.</i>		
United Republic of Tanzania: Follow-up to Trade Round Table. Pilot phase of the Integrated Framework. GLO/02/G05. IFTF/UNDP.	The project aims at assisting the United Republic of Tanzania to integrate the multilateral trading system, and strategy-makers to 'mainstream' trade in development plans and poverty alleviation strategies, in particular PRSP. The main focus is to help exporters benefit from new business opportunities available to them. To achieve this, the project will assist in the preparation of export development strategies for selected priority sectors with a good export potential, applying the 'coaching' and 'do-it-yourself' approach. In addition the project will provide assistance to strengthening the Inter-Institutional Committees established under JITAP.	Work on formulating export development strategies for the fish and horticulture sectors is under way. In close collaboration with JITAP, support and training were provided to strengthen the Inter-Institutional Committee and the Reference Centre.

Project title, number and source of financing	Project description	Achievements to end 2002
AFRICA: Regional projects		
<p>Joint ITC/UNCTAD/WTO Integrated Technical Assistance Programme in Selected Least-Developed and Other African Countries (JITAP). Financed by 13 donors through a Common Trust Fund (CTF).</p>	<p>JITAP is a new type of partnership between WTO, UNCTAD, ITC, the participating countries and the donors that presents a solid vehicle for providing MTS-related support and allows the vast opportunities made available by the emerging multilateral trading system (MTS) to be seized.</p> <p>JITAP enhances the development opportunities of African country partners, through their more effective participation in the MTS. Its activities aim to meet the most pressing needs of the eight participating countries, corresponding to the needs expressed at the Tunis ministerial meeting. JITAP's three objectives are to:</p> <ul style="list-style-type: none"> – Build national capacity to understand the evolving MTS and its implications for external trade; – Adapt the national trading system to the obligations and disciplines of the new MTS; – Seek maximum advantage from the new MTS by enhancing the readiness of exporters. <p>(Note: JITAP covers Tunisia and seven sub-Saharan African countries.)</p> <p>Website: <www.jitap.org></p>	<p>Work was completed in all clusters of the programme. In summary, salient achievements of JITAP were:</p> <ul style="list-style-type: none"> – More than 1,000 people trained on different aspects of the MTS; – Eleven sector strategies developed for priority sectors; – Eight Inter-Institutional Committees established for preparing negotiating positions for the Doha Ministerial Meeting and beyond; – Eight networks of trainers established and institutionalized as NGOs (in three countries) which continue to create awareness on the advantages of the MTS through national training events and information dissemination events; – Twenty MTS reference centres established in eight countries and equipped with documentation and relevant ICT equipment; – A CD-ROM database on technical regulations and international standards was created for seven JITAP countries, for use by National Enquiry Points and Standards Bureaus; – A web-based network support mechanism, the communication and discussion facility for persons dealing with MTS, was established. By end 2002, it had over 200 regular users, giving them access to over 500 JITAP documents and the ability to communicate with the three partner agencies, ITC, UNCTAD and WTO, in Geneva; – ITC guidebooks and tools were provided to enhance the export capacity of SMEs in all JITAP countries; – Strategic plans were developed for establishing and strengthening trade information services to help businesses in five JITAP countries.
<p>Summative evaluation: JITAP. <i>A summative evaluation of the whole programme was carried out between February and June 2002. National evaluations were prepared by national consultants for each of the eight participating countries. An 'umbrella' report was then prepared by a team of two international consultants who draw upon the national reports and their own researches and field visits in the drafting of the final report. The evaluation also examined MTS-related capacity in two non-participating countries as benchmarking cases, to assess the progress made towards the objectives of the programme. The CTF Steering Group reviewed the conclusions and recommendations of the summative evaluation in June 2002. The Common Trust Fund (CTF) Steering Group meeting appreciated the extensive findings and recommendations of the evaluation. The group concurred with the overall conclusion that JITAP has made an important contribution to raising awareness and developing capacities in the beneficiary countries for managing their integration into the MTS, but also that much remained to be done in order to ensure sustainability. On 19 December 2002, the JITAP CTF Steering Group met in Geneva and endorsed the JITAP II Programme Document, effectively extending the programme for another four years (2003–2006) and expanding it to eight new countries: Botswana and Cameroon (non-LDCs), and Malawi, Mali, Mauritania, Mozambique, Senegal and Zambia (LDCs). In this respect, several donors pledged substantial support to the programme. In total, 16 African countries will be covered under JITAP II.</i></p>		

Project title, number and source of financing	Project description	Achievements to end 2002
<p>Programme Development support to the African Economic Community-RAF/47/51- Netherlands</p>	<p>This project aims at identification of intra-African trading opportunities and assistance to African enterprises in taking advantage of these opportunities. It applies ITC's methodology for the promotion of intra-regional trade, systematically identifying intra-African market opportunities through trade flow analysis and supply and demand surveys, and assists African enterprises to take advantage of these opportunities by organizing buyers-sellers meetings.</p> <p>Intra-African trade promotion website: <www.intracen.org/iatp></p>	<p>In 2002, the programme organized or contributed towards organizing five events promoting intra-regional trade within the African continent:</p> <ul style="list-style-type: none"> - The first buyers-sellers meeting in Western Africa, for the publishing and printing industry (Abuja); - The business negotiation platform at the Africa Economic Summit (Durban); - Two buyers-sellers meetings (in Dakar and Johannesburg) to increase the participation of enterprises from Western and Central Africa, and Northern and Southern Africa in development aid procurement; - The buyers-sellers meeting at the biennial leather trade fair Meet in Africa 2002 (Tunis). <p>These events allowed over 500 enterprises from a variety of sectors to explore new business opportunities (publishing and printing industry; water treatment; transport; tourism; ICT; agro-business; financial services; textiles; mechanic and chemical sectors; shelter, personnel protection and household items; food items for refugee populations; and leather products).</p>
<p>Events assessments. <i>Evaluations carried out at the end of each event (also done in other buyers-sellers meetings organized within similar projects and programmes) together with evidence provided ex-post facto by participants show that important results have been achieved with regard to building awareness on intra-regional trading possibilities, on profiles of local competitors and opportunities, etc. They also show that new business linkages have been generated although these are very difficult to precisely quantify. Another significant fact to note is that the vast majority of entrepreneurs would be willing to come back to similar events at their own cost.</i></p>		
<p>Integrated leather sector export development programme for Africa. RAF/47/72. Netherlands.</p>	<p>This is an integrated programme covering a number of complementary self-contained clusters of activities.</p> <ul style="list-style-type: none"> • Preparation and implementation of the Third Meet in Africa as a way to boost intra-African trade and African exports to international markets. • Strengthening the Internet site for African hides, skins and leather products. • Building and strengthening the capacity of sectoral institutions at national, subregional and regional level as well as promoting their networking. • Creating awareness of trade potential among SMEs and developing enterprise competitiveness. <p>(The leather trade fair is a joint effort of ITC, Semaine Internationale du Cuir (SIC) of Paris and the African Federation of Leather and Allied Industries (AFLAI.)</p> <p>Website: <www.intracen.org/leather></p>	<p>In October, 367 exhibitors from 38 countries and more than 2,200 professional visitors participated in the Third Meet in Africa in Tunis (the most important gathering of the leather industry in Africa). During that week African entrepreneurs had the opportunity to exhibit their products, meet other African and international businessmen, initiate commercial and industrial negotiations, exchange views and discuss priority issues for developing the African leather sector. The fair thus fulfilled its objectives of creating the conditions for boosting intra-African trade and promoting exports of African products. Numerous business successes were reported by entrepreneurs, such as a South African company negotiating a joint venture with an Indian producer of chemicals to build a plant in sub-Saharan Africa, and an Algerian entrepreneur establishing a contract with a Chadian supplier of reptile skins envisaging a long-term business relationship. Other events included buyers-sellers meetings, seminars on managerial and technical skills development, and an expert group meeting organized with CFC, FAO, UNIDO and ASSOMAC (Italian association of manufacturers of machinery for the leather industry). The Internet site for African hides, skins, leather and leather products manufacturers and exporters has been updated on a regular basis and served as a basis for Meet in Africa promotion. Part of the activities of this project is funded by revenues from previous Meet in Africa events (sale of stands to exhibitors from developed countries and participation fees paid by African participants).</p>

Project title, number and source of financing	Project description	Achievements to end 2002
Private sector development: Increasing Africa's participation in development aid procurement. RAF/50/42. Norway.	'Buying from Africa for Africa' is a specific initiative aimed at enabling African enterprises to meet the procurement requirements of international and non-governmental organizations that provide humanitarian and relief assistance to African countries. It brings export-ready African enterprises into direct contact with procurement heads of United Nations agencies and NGOs, and provides them with specialized consultancy assistance to improve their access to the aid procurement market in Africa.	This project was launched as a prototype in February 2001, and on the basis of very positive results as reported by several buyers and sellers has increased in scope and coverage. It continues to show very encouraging results. At the three buyers-sellers meetings held to date (Nairobi in 2001, Dakar and Johannesburg in 2002), 170 African entrepreneurs were made aware of opportunities for selling their products to development aid agencies operating in Africa and had appropriate methods for bidding and selling products explained to them. Since then many companies have shown increasing interest in accessing the development aid procurement market. Some have begun to do business on this new market, and a large number of companies have been registered on the supplier databases of individual agencies. On a number of occasions, international development aid agencies have shown both a closer engagement in sourcing from the region where they operate, and recognition that the formula applied by this programme is a cost-effective means for doing so. Out of 68 participating agencies, over 80% reported that the three buyers-sellers meetings organized so far contributed towards changing their perception of the local supply potential.
Subregional trade expansion in Southern Africa. RAF/61/71. Switzerland.	A project on expanding South African market opportunities for products originating in Southern African countries (Angola, Botswana, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, Swaziland, the United Republic of Tanzania, Zambia and Zimbabwe) to counter current trade imbalances. The project also follows well-established and validated ITC SSTP methodology by holding buyers-sellers meetings. These are instrumental in identifying trade constraints and appropriate actions for their removal.	The fifth product-specific buyers-sellers meeting (textiles and clothing), held in Durban, resulted in linking enterprises across borders in the value chain for enhanced competitiveness; via AGOA <i>inter alia</i> . The Southern Africa Business Forum (SABF) convened during Southern Africa Trade Week in Muldersdrift reviewed progress in the development of the SABF portal site, which is being set up as a permanent mechanism for the exchange of information on subregional trade opportunities. The Association of SADC Chambers of Commerce and Industry (ASCCI), the secretariat of which is based in Mauritius, is hosting this site.
ARAB STATES: Country projects		
Algeria. Établissement d'un réseau d'information commerciale. ALG/02/001.UNDP.	The project's main objective is to facilitate the integration of Algeria into the MTS. It will focus on setting up a national trade information network aiming at helping the business community to get information on external markets and their access.	The project started in July 2002 but because of institutional change in the counterpart, the full implementation of the project has been delayed.
Algeria. Appui aux réformes et à la restructuration du secteur financier et bancaire. ALG/97/001. UNDP.	This project provides assistance to the national finance and banking sectors as they adjust to the environment of international markets within the framework of UNDP support to reforms and restructuring of these sectors. Its two main objectives are to facilitate access to financing for international trade operations and to reinforce the capacities of operators in the drafting of international contracts.	Activities started in October 2002. The objectives are being achieved through an improved capacity of banks in dealing with international contracts and by the customization of the ITC tool <i>How to Approach Banks</i> .
Egypt. Tools for Trade – Building the future for Egyptian enterprise. EGY/72/02. USAID.	The project consists of a series of training events targeting the private sector and the concerned government ministries.	Training covered: strategies for tourism promotion; how to export services successfully; export trade financing; quality for export and overcoming technical barriers to trade (TBT); delivering on the export promise; international supply chain management; trade information; and e-commerce. A range of tools on enterprise competitiveness was delivered including the Interactive TradeMap.

Project title, number and source of financing	Project description	Achievements to end 2002
Morocco. Renforcement des capacités d'assistance aux entreprises à l'exportation (Assistance préparatoire). MOR/61/70. Switzerland.	The project aims at strengthening the capacity of managers of the Department of Technical Cooperation of the Moroccan Export Promotion Centre and professional associations to provide support to export companies and private consulting firms. It will also reinforce export capacities of selected enterprises.	Export audit capacities were reinforced through the continual training of national export auditors and the proposal for the creation of a national export auditors' association under the aegis of the Centre marocain de promotion des exportations. In parallel, to achieve the objective of a better orientation of promotion actions, marketing export studies were carried out for selected enterprises together with missions to targeted markets.
Tunisia. JITAP: TUN/C2/00. Tunisia and CTF Window I.	See general description of JITAP under regional projects, Africa.	See general achievements of JITAP under regional projects, Africa.
Programme evaluation. <i>A national evaluation of JITAP's achievements, lessons learned and proposals for the future was carried out by a national consultant. The report's main findings have been included in the main evaluation report as annex VIII.</i>		
ASIA AND PACIFIC: Country projects		
Bangladesh: Marketing skills development scheme for the leather sector. GLO/02/01. IFTF/UNDP.	The project aims at raising awareness among leather sector entrepreneurs of global market opportunities and at building their capacity in international marketing, product design and quality management. Improved access to trade information and market intelligence as well as developed promotional skills and tools will allow entrepreneurs to establish contacts with business partners in international markets. As a result, the project will contribute to the export development of the leather sector, with special attention given to ensuring that the project's activities take into account the likely impact on the poor.	A diagnostic survey was conducted among entrepreneurs on the supply side and discussed during a seminar (Dhaka) attended by high-level government authorities, industry associations, SMEs and leading enterprises. The main sectoral adjustments required to fully exploit the latent export potential were identified. Close coordination is maintained with the World Bank, which will undertake an economic analysis of the impact of government policy on leather sector exports under its Export Diversification Programme (BDXDP). The combined results of the two exercises will lead to the formulation of a comprehensive leather export policy, which has been strongly demanded by the business community. Export quality review was carried out and marketing advice was provided in selected individual tanneries and producers of finished leather, followed by workshops on 'Tannery management, marketing, costing and quality control' to be organized in January 2003. The same approach will later be applied targeting producers of footwear and leather goods. Because of the existing project and the strategic value of the leather sector for the country's export diversification, ITC has been invited by the EC to undertake a joint identification and programming mission (November) within the framework of the EC National Indicative Programme 2003–2005 and, more specifically, the TRTA action. A leather-specific export development proposal designed by ITC, together with other integrated project profiles, should allow expansion of the outreach of the current project and creation of the conditions for an even stronger sustainable impact.
China. Development of an export-oriented floriculture industry in Yunnan Province of China. CPR/61/75. China and Switzerland.	The project objective is to develop an export-oriented floriculture industry in the Yunnan Province of China by: creating a central flower market in Kunming to regulate the sales and distribution of the Province's products; strengthening the existing support infrastructure; and developing a core group of leading exporters as model enterprises/farmers.	Based on a comprehensive feasibility study and many visits to leading world auction markets for flowers with the technical support of ITC, Yunnan Province decided to create a flower auction market in Kunming. A new company was established to be in charge of the design, construction and management of the auction market. Construction of the main building of the auction market was completed, and trial operation began. More flower growers and enterprises are now familiar with the auction concept and believe that this should be the principal marketing channel for cut flowers in the Province. The initial recommendations to improve support services and related policies contributed to the announcement by the Central Government of a number of favourable policies and measures in support of further development of the industry. Improvements are being made in post-harvest treatments to upgrade the quality of cut flowers.

Project title, number and source of financing	Project description	Achievements to end 2002
Cambodia. Capacity building for pro-poor trade reforms. CMB/02/01. IFTF (from Japan and UNDP).	This IF project addresses appropriate policy and related national capacity needs in the context of ongoing trade reforms and poverty reduction and human development challenges. It has three priority objectives: to promote a broader national constituency on trade and poverty; to enhance opportunities for effective allocation of ODA towards trade, through strengthened supply side responses in three sectors (diversified agriculture and agro-business, fresh water fisheries and handicrafts); and to further elaborate on linkages between poverty reduction, human development and trade expansion.	Strategic project planning has been agreed upon between ITC and the Ministry of Commerce, and an action plan defined to implement the project starting in early 2003.
India. Empowerment of rural communities to export organic spices from India. IND/95/06. World Bank.	The project objective is to use producer-owned export production villages (EPVs) as a mechanism to organize smallholder Indian spice producers, build capacity through partnerships with local NGOs, and ultimately provide access for rural villages to higher-value export markets.	The farmers have improved their organizational and entrepreneurial skills and their technical capacity to produce organic spices, have formed four producer groups, and adopted organic farming methodologies. The four participating NGOs have strengthened their capacity in key areas (production and marketing, organic certification, computer-based monitoring, marketing plans, setting up websites as a marketing tool) and established first business contacts with local exporters and overseas importers. In 2002 and as a result of these past activities, the project farms in the four different geographical areas were certified organic. The training of the four project NGOs in basic export and entrepreneurial skills was completed. One NGO exported 72 tons of organic spices (namely black pepper and cardamom) to Europe, and another 2 tons of dehydrated aromatic herbs (thyme and rosemary) to Switzerland.
Mongolia. Preparatory assistance for the establishment of an effective trade promotion network. MON/83/01. Republic of Korea.	The project objective is to assess the national institutional framework for the development of foreign trade and the Mongolian export potential, as a basis for the formulation of an integrated technical cooperation programme.	A preliminary assessment was made on Mongolia's export potential and on its institutional framework for trade development and export promotion. Corresponding findings and recommendations were discussed at a Symposium on Industrial and Trade Development in November 2002.
Nepal. Feasibility of export production villages (EPVs) NEP/01/004. UNDP.	A feasibility study on how export production villages might be developed in poor districts of Nepal by building on the strengths of the institutional human and policy infrastructure developed under the Participatory District Development Programme (PDDP) and the Micro-Enterprise Development Programme (MEDEP).	Supply and export capacity reports on selected products in three product groups were prepared and have paved the way for market research and development work in selected Western European and South Asian markets. These studies will provide the essential building blocks for an export-led poverty reduction project, assess the capacities and needs of producer communities, and recommend potential partner producer groups and TSIs. Further work will establish the overall feasibility of the project in selected regions of Nepal, and design a project document for submission to potential donors.
Viet Nam. National e-trade symposium on the E-Trade Bridge Programme. VIE/62/02. Swiss Import Promotion Programme (SIPPO).	The E-Trade Bridge Kick-off Meeting was designed to provide a platform for SME managers, e-trade multipliers and strategy designers to prioritize SME needs; seek ways to tackle barriers to the adoption of ICT by enterprises; and determine a short-to-medium term action plan for the E-Trade Bridge network.	Kick-off Meetings were held back to back in Hanoi and Ho Chi Minh City, and two national e-trade strategy pilot seminars were held. The approach and methodologies were well received, and interest was expressed in continuing the relationship with ITC to develop e-trade in future. All corresponding components have been completed. As a result of these activities and of the interest shown by the national authorities, a <i>Winning With the Web (WWW)</i> programme has been launched.

Project title, number and source of financing	Project description	Achievements to end 2002
Viet Nam. Preparatory assistance document: support for trade promotion and export development. VIE/98/021. Switzerland and UNDP.	This preparatory assistance project is expected to pave the way, through a set of pilot activities, to a full-scale trade promotion and export development project to enable Viet Nam to respond more effectively to the opportunities and challenges of the world trading system.	The initial blueprint for an effective trade promotion network in Viet Nam has been prepared in consultation with the stakeholders concerned; products with export potential have been identified; export marketing plans for two sectors have been prepared, and export-related training needs and capacities have been identified. Selected staff of TSIs and exporting firms have received initial training on trade promotion techniques. On the basis of these activities, which have been positively evaluated, a full-scale project has been prepared.
<p>Evaluation: VIE/98/021. <i>This was an assessment of the preparatory assistance project carried out by a three-member team (country, donor, ITC). The evaluation concluded that awareness building has been well achieved but that needs assessments were to be continued more in depth. It nevertheless described the preparation and implementation of a full-scale project as opportune because it met the three basic requirements: a conducive environment for trade development, strong national expectations and demand for such a project, and overall donor support for trade development.</i></p>		
<p>ASIA AND PACIFIC: Regional projects</p>		
Development of IPSM training and consultancy support capacities in ASEAN and South Asian countries. RAS/61/81. Switzerland.	<p>The overall aim of this project is to help SMEs and SMIs in the 12 participating countries (in ASEAN and in South Asia) to become more competitive through more cost-effective supply chain management, by continual training and consultancy support.</p> <p>A main pillar of the project is to train trainers and consultants attached to purchasing and supply management associations or similar institutions in the countries covered by the project.</p>	<p>The original structure of one focal point per country and two groups of countries has been adjusted as the number of institutions wanting to be involved has increased and an effort has been to reach out as widely as possible and enhance the project's impact.</p> <p><i>In Group I (South-East Asia)</i> a large majority of the trainers have proven to be very committed to developing various types of training activities for maximum outreach in their countries and many have been actively involved in spreading the MLS message as well as in linking up with new institutions, creating an important multiplier effect for the project.</p> <p><i>In Group II (South Asia)</i> launching the Modular Learning System programmes has begun and the commitment of potential trainers and partner institutions appears to be quite high.</p> <p><i>In Group III (Cambodia, Viet Nam, Lao People's Democratic Republic)</i> interested institutions have been identified and institutional arrangements agreed upon.</p> <p>It is clear that progress towards attaining the objectives is well on course. The expansion of the national networks beyond the project's initial expectations – particularly in the first group of countries – meant that more attention than originally planned was given to consolidating and building up these networks during 2002. This, however, meant an overall delay in implementing more practical training as it was felt necessary to have the full networks in place before deciding which institutions the consultants should be linked to.</p> <p>The links to academic programmes also open up interesting opportunities in terms of expanded geographical outreach for the professional trainers and associations as well as providing backing for the MLS-based certificates and diploma by reputable institutional training providers. They also open up linkages between practitioners (the trainers) and academic research and development efforts, and therefore further possibilities for joint training materials development. This is also leading to linkages with institutions outside the region and to the development of a truly global network of MLS-based training providers involved in the certificates and diploma.</p> <p>This project has also demonstrated the usefulness of developing synergies between private and public sector training.</p>
<p>Programme evaluation: IPSM. <i>This project was assessed in late 2001 by one member of the evaluation team as part of the evaluation of the IPSM programme, which was completed in 2002. Corresponding findings and possible recommendations have been included in the global evaluation report.</i></p>		

Project title, number and source of financing	Project description	Achievements to end 2002
EUROPE AND CIS: Country projects		
Greece. Enhancing trade between Greece and developing countries and economies in transition of the region. GRE/25/04. Greece.	The aim of the project is to issue a publication highlighting the existing possibilities in the Greek market for exporters from developing and transition economies in the region.	The study has been complemented with an in-depth analysis of five groups of products. Significant market opportunities for exporters from developing countries in the Greek market have been identified for those product groups.
Kazakhstan. Trade promotion and export development. KAZ/97/019. Switzerland and UNDP.	The project objective is the expansion and diversification of exports through concentrated product and market development efforts in the priority sector of textiles and garments, including camel hair products. Preliminary activities to set up a pilot trade information service.	See tripartite review below.
Final tripartite review. <i>The final tripartite review (held in April 2002) concluded that the project was successfully implemented and had achieved the objective of export development to demanding markets in Europe. As an example, first export orders were placed with a Swiss company and trial orders were expected from the United Kingdom market. All beneficiaries increased their competitiveness on the national markets, competing successfully with imported products. The capacity of the newly created Kazakhstan Trade Information Centre (KTIC) was developed and strengthened particularly in the development of a national network of trade information providers. The project substantially contributed to the development of Kazakhstan's regional linkages in the context of Central Asia and ECO.</i>		
Kyrgyzstan. Trade promotion and export development. KYR/61/74. Switzerland.	The project objective is the expansion and diversification of exports through concentrated product and market development efforts in the processed food sector. Preliminary activities to set up a pilot trade information service.	Promising contacts that were established during a 2001 marketing mission were followed up and exporting marketing plans were elaborated with the participating companies to ensure sustainability of the activities. Stakeholders were given detailed short- and long-term recommendations. Further to the Business Information Review carried out in 2001 and in order to improve immediately the provision of trade information in the country, the COMREG database of Kyrgyzstan exporters and importers was installed at the Bishkek Chamber of Commerce, Industry and Handicraft and some training was provided.
Republic of Moldova. Programme de formation d'acheteurs et d'acheteurs vacataires de la République de Moldova. MOL/61/68. Switzerland.	The project objective is to train a core of Moldovan purchasers in IPSM techniques, create a local IPSM training capacity and assist in setting up a Moldovan purchasing association.	Further to the recommendations of the 2001 self-evaluation, and to the project's objective to create a core of IPSM experts able to disseminate good purchasing practices among the national business community, consulting activities were implemented to strengthen local capabilities. The local purchasing and supply association, AMA, has been involved in a project aiming at restructuring the supply chain management of a local SME. The activities launched in close cooperation with ITC will enable efficient management of purchasing operations along with smooth management of incoming goods. They should also pave the way to the introduction of an integrated management system.
Romania. Strengthening Romania's export capacities. ROM/00/001. Switzerland and UNDP.	The project objective is to develop and diversify Romania's exports through assistance to the Romanian Foreign Trade Centre (RFTC) in, <i>inter alia</i> , trade information and export product and market development (textiles and garments, and wooden furniture sectors) It includes strengthening the capacity of two specialized multiplier organizations, and direct assistance to selected enterprises. It is also contributing to the Government's preparation of a promotional scheme for SMEs by carrying out a study of such schemes in other countries.	The sectoral multiplier organizations were equipped and trained. RFTC's capacity to provide services to exporters has been strengthened through the preparation of a Business Information Review and the development of a trade library. In addition, RFTC staff and its regional representatives have been trained in strategic market analysis. At the enterprise level, the implementation of recommendations of the enterprise audits undertaken in 2001 has started and design capacities in the wooden furniture sector were improved, enabling the enterprises to develop their own exportable designs.

Project title, number and source of financing	Project description	Achievements to end 2002
Romania. Development of a comprehensive trade development programme for Romania. ROM/02/002. UNDP.	The objective of the project is to advise the Government on a strategic approach to expanding exports in preparation for joining the EU and to develop, together with major players in foreign trade development, a comprehensive programme to enable them to expand and diversify the country's exports, contributing to economic development in Romania.	A preliminary assessment of the trade-related needs has been prepared by national consultants and parts of the project document have been drafted.
EUROPE AND CIS: Regional projects		
Economic Cooperation Organization (ECO). Expanding intra-regional trade. RAS/99/761. UNDP.	The project objective is the expansion of intra-regional trade by identifying the untapped trade potential in the ECO subregion, putting into place the mechanisms to exploit that potential and formulating a subregional trade expansion strategy. This project forms part of a coherent approach to assist the ECO secretariat, including assistance provided under the ITC South-South Trade Promotion Programme (SSTP) and funds made available by the ECO secretariat. The Islamic Republic of Iran, being the host of the ECO secretariat, is part of this project together with the nine member countries.	Further to the work started in 2001 with the implementation of the first buyers–sellers meeting, a survey on non-tariff barriers to trade was carried out, and a business forum was held back to back with the Seventh ECO Summit meeting to discuss results and draft policy proposals. The intra-regional buyers–sellers process continued in 2002 with the preparation of suppliers' surveys in the food and beverages sector, in preparation for the buyers–sellers meeting to be held for ECO member States in 2003.
Improvement in purchasing support systems and services in Central and Eastern Europe. RER/61/78. Switzerland.	The project objective is the development and reinforcement of private-sector purchasing and supply chain management by improving the skills and knowledge of partner organizations' professional trainers and by providing introductory and professional-level training materials with access to the full range of ITC information and diagnostic products. Six countries have been targeted: the Czech Republic, Hungary, Poland, the Republic of Moldova, Romania and Slovakia.	Growth, development and reinforcement of partner institutions continued, focusing on four of the original six project countries while resources from the other two countries were engaged for regional events during the year. Cross-border training and information-sharing events were undertaken and ITC subsidized the travel of specialists to several partner institution workshops to provide 'master class' assistance to local trainers and raise the attractiveness of the events for local participants. This resulted in increased public subscriptions for both membership and long-term training courses offered by the partner institutions concerned. Specific support has been delivered to various institutions as needed. At the end of the project, 10 national institutions undertaking regular professional and trade support activities (training, diagnostics, consulting and information dissemination) had been created or reinforced in the six countries. ITC's Modular Learning System in International Purchasing and Supply Management (MLS/IPSM) had been transferred and put to use in four countries. Materials provided by the Swiss Association for Purchasing and Materials Management (SVME) had been transferred and were in regular use in all six countries. Business plans for 2003 had been received from four countries. This compares favourably with (and exceeds) the targeted outputs and expectations for the project.
Programme evaluation: IPSM. <i>This project was assessed in late 2001 by one member of the evaluation team as part of the evaluation of the IPSM programme, which was completed in 2002. Corresponding findings and possible recommendations have been included in the global evaluation report.</i>		

Project title, number and source of financing	Project description	Achievements to end 2002
Regional trade promotion in Central Asia. RER/61/85. Switzerland	The main objective of this long-term programme is the development, diversification and increase of the foreign trade of, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. It centers on the countries' successful integration into the MTS. In its first phase, it focuses on the fields of foreign trade strategy, trade support services at the institutional level, enterprise support services, private sector supply management, public procurement, export quality management and trade information services. Strong linkages and synergy will be developed so as to ensure an optimal positive impact of all activities to be undertaken at the national and the regional level.	A management structure was established in the field to ensure effective and efficient delivery of the programme. National consultants have been appointed for the preparation of country needs assessments in the programme's focal areas. Several workshops in the fields of marketing and supply chain management were carried out.
LATIN AMERICA AND THE CARIBBEAN: Country projects		
Bolivia. Multifunctional technical cooperation for promotion and expansion of exports of selected products. BOL/61/80. Switzerland.	This project concentrates on: • Development and promotion of products for traditional and potential markets with the purpose of expanding exports from sectors identified as having major export potential, over the short or medium term. • Development of national capacity in the areas of enterprise management and foreign trade. • Establishment or reinforcement of mechanisms necessary for foreign trade promotion and development, comprising a network of public and private sector trade-related institutions.	Capacities in quality management have been enhanced through a seminar to be followed up by specific assistance in quality management systems (ISO and HACCP) to selected enterprises and quality-related private and public sector organizations. Many aspects related to building up diagnostic skills have been developed through the training of diagnosticians on the basis of ITC's Business Management System (BMS). Pilot diagnoses of enterprises working with the project were started using the BMS/NEEDSME methodology. Another diagnosis in the packaging sector (suppliers and users of materials and services) has been carried out, followed up by direct training to both export enterprise managers and suppliers of packaging materials and services. A national institutional network of public and private sector TSIs, academic centres and individual experts has been made operational through a web-based information and discussion system.
Brazil. Enhancing the competitiveness of Brazilian companies through exporting and investment promotion. BRA/99/031. UNDP.	The project aims to strengthen the international competitiveness of Brazilian enterprises, in particular SMEs, in order to increase their share of Brazilian exports, thus expanding the country's export supply base and enhancing relations with foreign buyers and investors in selected sectors.	As part of the plan to upgrade the knowledge of its staff on business information, the Department of Trade Promotion of the Ministry of Foreign Relations commissioned ITC to carry out a seminar in Brasilia in October 2002. Twenty participants, including staff from nine trade offices abroad, were trained in different tools of market analysis and on sources of trade information.
Haiti: Suiivi à la Table Ronde sur le commerce. Phase pilote du cadre intégré. GLO/02/03. IFTF/UNDP	Institutional strengthening (legal framework, trade information) supply survey, export promotion strategy, trade policy formulation. (UNCTAD and WTO associated.)	An analysis of the commercial and contract law has been undertaken. A matrix for the reform of various legal texts, including the amendment of the Code of Commerce and related laws, has been prepared and lawyers and teachers from the public and private sectors have been trained on international contracting. Public sector officials have been trained on the provision of business information to local companies and a proposal on restructuring of the Ministry of Commerce was prepared and submitted to the Government. Work on the elaboration of export development strategies by sectors has started.

Project title, number and source of financing	Project description	Achievements to end 2002
LATIN AMERICA AND THE CARIBBEAN: Regional projects		
Trade-related human resources and enterprise development for foreign trade in Central America – Phase II. RLA/81/01. Norway and Sweden.	Contribute to the development of a permanent capacity for supporting human resource and SME development in El Salvador, Honduras and Nicaragua. Development of a network of trainers and consultants in Central America and a feasibility study for the formulation of an export-led poverty reduction pilot project for small and medium-sized coffee producers in Guatemala.	New tools were made available to counterparts and trainers, and materials were revised and updated to better meet SME needs. These tools and materials are already contributing to the sustainability of the training programmes as they are being used to offer new counselling and training services to SME managers. Information about the programmes was disseminated to gain support from other national and international institutions, some of which have become an important resource for the programmes in terms of contacts for potential SME participants, new experts and trainers, and funding to enterprises that cannot afford the training programmes. Joint ventures have been an unexpected by-product: SME participants have joined forces to develop new products, to order supplies, to gather and exchange valuable information, to ship export orders, etc. For instance, in El Salvador alone, 15 of these ventures have been documented.
Terminal evaluation: RLA/81/01: <i>A terminal evaluation was carried out by an international consultant. Although the report recognizes that the project and training methodology was fully accepted in the participating countries, efforts were not as successful in the selection of partner organizations and in the qualifications of local trainers. Of particular importance is the building up of a sustainable body of training capacities, especially through a solid marketing strategy able to attract enterprises but also to attract able leaders and trainers in a team spirit and to ensure financial sustainability of such teams as well.</i>		
Improvement of international purchasing and supply management in Bolivia, Colombia and Peru. RLA/58/06. Spain.	Train future trainers in purchasing and supply management, create local training capacities in IPSM to serve the business community, and assist in setting up national purchasing and supply management associations in the countries covered.	The Spanish version of ITC's Modular Learning System was presented at a workshop organized for the trainers from the three partner countries, who had previously been trained under the project. This version was very well received by the participants, and draft sessions and training programmes based on this material were developed. After the workshop, institutional contacts were relaunched in order to determine the level of interest in taking up the MLS-based programmes in the three countries, and presentations were made to more than 15 institutions. The teams of trainers in each country are now following up on these first institutional contacts. In all three countries, strong interest has been demonstrated in the MLS-based programmes as well as in an international diploma based on these. It is expected that between three and eight institutions per country will sign agreements to use the MLS materials over the coming months.
INTERREGIONAL AND GLOBAL PROJECTS		
Coffee: An exporter's guide. INT/24/82. Denmark.	The project objective is the publication of a new guide for coffee exporters.	This guide, published in 2002, contains statistics and comments on trade in both producing and consuming countries. It reviews international coffee contracts, and provides information on contract execution, logistics, insurance, dispute resolution, futures markets, risk management, hedging and quality aspects. It also covers new trends in electronic commerce, organic and fair trade labelling, environment issues and useful website links.

Project title, number and source of financing	Project description	Achievements to end 2002
<p>Export development of organic products from LDCs and other low-income developing countries. INT/24/83. Denmark.</p>	<p>This project provides technical assistance to LDCs and other low-income developing countries, including networks (regional groups) of developing countries, enabling them to build up a sustainable export business in organic products, in particular food and beverages. This will involve capacity building in certification, export marketing, market research and marketing intelligence, making the maximum use of electronic communication systems including the Internet. The project will help to establish or strengthen already existing regional networks, and its implementation will be fully coordinated with these networks in order to maximize effectiveness and ensure the sustainability of these activities.</p>	<p>A technical course on organic essential oils was organized at Essence Naturelle in Corsica, followed by visits to a number of essential oil companies in the south of France. Organic producers from Zambia and Kenya received training in production and export development of essential oils and aromatic plants and were directly exposed to the marketplace during a market development tour. Further market development work on this product group was carried out in three markets in Europe in direct cooperation with specialized importers. The participation of the Organic Producers and Processors Association of Zambia (OPPAZ) with a stand (financed by CBI) in the Health Ingredients Fair in Paris was facilitated by ITC.</p> <p>Technical advisory and workshop missions were carried out in Malawi, the United Republic of Tanzania and Zambia; growers and producers were given on-the-spot advice on improvements in organic farming and production practices. During the workshops participants (producers, traders, government officials, NGOs, etc.) learned about organic farming, processing and export marketing. The development of organic essential oils for export was given special consideration, as distillation of aromatic plants adds value to lower grade herbs and spice products that cannot be sold as fresh or dried herbs and spices.</p> <p>As a result of project activities, the organic sector has increased considerably in participating countries, in particular in Malawi, the United Republic of Tanzania and Zambia. Although export statistics do not exist, several producers and exporters already appear to have obtained good results thanks to this project.</p>
<p>Legal aspects of foreign trade. INT/27/07. France.</p>	<p>The project aims to improve business operators' capability and performance in contract negotiation and drafting, and the resolution of disputes arising out of international commercial dealings. Provide direct access to the latest information on laws and model contracts in international trade. Help improve training and local advisory capacity on the legal aspects of international trade. Support regional initiatives for the harmonization of business law and practice.</p> <p>Website: <www.jurisint.org></p>	<p><i>Model contracts.</i> ITC developed two universal model contracts for international joint ventures for SMEs, the first successful attempt to draft universal standard joint venture agreements. Two types of models were identified: (i) a 'model incorporated joint venture contract' (for the purpose of creating a joint venture company); and (ii) a 'model contractual joint venture contract' (to regulate cooperation between two or more companies). The preparation and drafting were done with the assistance of a pro-bono committee composed of legal experts from 55 countries. The model contracts are due to be published during the first semester of 2003. Furthermore, a series of model contracts for the publishing and printing industries in both civil and common law jurisdictions, accompanied by a users' guide, were published.</p> <p><i>Legal information.</i> As well as the continuing expansion of the Juris International website (foremost among international trade law sites), ITC launched Lega Carta, a web-based system that analyses a particular country's situation with regard to over 200 major commercial treaties and other arrangements and shows where a country and its business community stand. It also provides recommendations as to what international instruments should be either ratified or enforced, by order of priority, depending on the country's economic and geographic positioning.</p> <p><i>Arbitration and alternative dispute resolution.</i> ITC contributed to enhance the legal framework for commercial arbitration in Croatia, Ethiopia and Haiti. Earlier efforts in Zambia culminated in Zambia's adherence to the 1958 New York Convention on the Recognition and Enforcement of Foreign Arbitral Awards. Co-publication agreements for the corresponding handbook have been signed with arbitration institutions in 8 countries.</p>

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Senior Adviser on International Purchasing and Supply Management. INT/27/08. France.	<p>The objective is the improvement of purchasing and supply management operations, especially in francophone countries, development or strengthening of SME and public-sector oriented IPSM consulting services at purchasing and supply management associations (PSMAs) and other relevant institutions. Public- and private-sector IPSM professional development.</p> <p>Public procurement spending represents 15%–20% of developing countries' GDP. Capital expenditures and purchasing represents 50%–60% of an SME's turnover. This illustrates well the significant economic weight of the two sectors (public and private) targeted by the various project initiatives.</p>	<p>In 2002, in addition to the technical backstopping and research work of the Adviser within the IPSM section, project activities included:</p> <ul style="list-style-type: none"> – <i>Senegal</i>. Special training was given to selected African buyers and sellers (Buyers–Sellers Meeting on Aid Procurement) on the technical and commercial requirements of international aid agencies buying locally. This session greatly enhanced the mutual understanding between sellers and buyers. – <i>Maghreb countries</i>. A subregional project document aiming at harmonizing the public procurement legal framework has been endorsed by the Ministers of Finance of concerned countries. This document has been sent to the EC for possible funding. – <i>Cameroon</i>. A two-week training seminar was organized with SYNDUSTRICAM (SME professional syndicate) for the local business community. Similar seminars will be organized later in a selection of six Western African countries. – <i>Cooperation with the ILO Training Centre</i>. Training sessions for project managers involved in long-term development projects financed by the World Bank and IFAD were organized. The training material was based on the ITC guide <i>Achetez un résultat</i> focusing on results-based contracting for works and services.
Fond d'intégration des pays moins avancés (PMA) de la francophonie au commerce mondial – Phase II. INT/28/04. Agence intergouvernementale de la francophonie (AIF).	<p>The project assists francophone LDCs to participate in the Integrated Framework (IF) initiative. Its main objectives are to: integrate LDCs into the MTS; mainstream trade into development plans of LDCs; and formulate integrated and synergetic TRTA for LDCs.</p>	<p>Capacity-building activities for francophone LDCs have been implemented to ensure ownership of the IF initiative and active participation in the process. National meetings have been arranged on TRTA within the Poverty Reduction Strategy Paper (PRSP) context, and integrated TRTA programmes have been formulated. Activities included: holding IF launch workshops and consultations with LDC partners; familiarization missions by LDC focal points with the IF core agencies; and formulation of export development strategies and development of TRTA follow-up projects. Fifteen francophone LDCs have been partners in this project in 2002.</p>
Expansion du commerce régional entre les pays de la et de l'UEMOA. INT/28/05. Agence intergouvernementale de la francophonie (AIF).	<p>The project aims at promoting trade flows between countries member of the Central African Economic and Monetary Community (CEMAC) and of the West African Economic and Monetary Union (UEMOA) respectively, through the organization of two Buyers–sellers meetings in 2003 (April–Dakar and October–Douala) for two product groups : 1) school books, publishing and dissemination; and 2) textile.</p>	<p>An implementation strategy has been set up in close collaboration with the partner organizations (AIF, APNET, CEMAC and UEMOA). This strategy led to the starting of preparatory work on the two subregional studies about advantages and constraints in the development of intra- and inter-regional trade flows and on the 12 supply and demand studies on school books for the preparation of the buyers–sellers meeting of Dakar.</p>

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<p>Export-Led Poverty Reduction Programme (EPRP). INT/29/74.</p>	<p>The objective of the programme is to contribute to the United Nations Millennium Declaration's goal of reducing the proportion of people living in extreme poverty by half by 2015. It aims at enhancing pro-poor economic growth, in particular by means of empowering groups of poor producers to make use of their productive potential with a view to participating in the export value chain. The programme helps match labour-intensive products and services in demand on international markets with groups of poor producers, often through partnerships with local exporters or manufacturers. EPRP projects focus on sectors showing high potential to contribute to poverty reduction through exports. While working on the identification of products and services, the programme assesses market demand and ascertains national supply potential. It also gauges the potential for job creation and, more generally, for income generation for poor communities.</p> <p>Website: <www.intracen.org/eprp></p>	<p>During its first six months, the project has successfully laid the basis for the establishment of an EPRP with broad participation within the donor community and maximum impact throughout a vast range of countries. As part of this process, the programme plays a pivotal role in consolidating ITC's poverty reduction methodologies. At the same time, human resources of high calibre are being recruited to strengthen ITC's delivery capability.</p> <p>The programme will continue to identify concrete export-led poverty reduction opportunities in developing countries (to date, 10 countries from Africa, Asia and Latin America). Furthermore, some of these initiatives are already under implementation. In these cases, the required organizational structures are already in place to ensure benefits in terms of poverty reduction in the shortest possible time.</p>
<p>Review of the status of further processing of tropical timber in producing countries. INT/33/05. International Tropical Timber Organization (ITTO).</p>	<p>The project is a global (29 tropical countries) assessment of the current state of the further processed wood products industry and its export trends.</p>	<p>Its quality and importance having been noted at the 30th Council Session Meeting of ITTO in 2001, the report was jointly published, and has been in high demand as an important contribution to the ongoing discussion on sustainable development in the forest products sector. This is because it reveals several benefits of value addition (escape from the falling commodity markets, more resilient domestic industry clusters, higher efficiency in using more varied timbers), and many indirect outcomes (higher tax revenues and employment, technology and human skills upgrading, higher sustainability of forest management etc.). It has served as a discussion basis for events such as the ITTO-Korea Forest Research Institute Workshop on Further Processing of Tropical Timber in the Asia-Pacific Region. It has been reviewed among background materials for ITTO's new Yokohama Action Plan and the renegotiation process for the new commodity agreement on tropical timber (ITTA).</p>
<p>Review of international wooden furniture market. INT/33/06. ITTO.</p>	<p>The project objective is the preparation of a market survey to identify the future outlook for wooden furniture, characteristics of 17 biggest import markets and major changes in international trade. Case studies and recommendations to assist producers in developing countries are to be included.</p>	<p>The draft report was presented to ITTO and a joint publication will be issued in 2003. The report explains the drivers and winners in the globalization of the wooden furniture business and the importance of out-sourcing strategies, and explores several structural factors in the most important markets. ITC continues to be the only international agency making such analyses available for developing countries. The draft report has been distributed, e.g. by USDA Foreign Agricultural Service to its relevant country offices. It has also sparked interest from ILO, which is running furniture cluster development projects in Indonesia and other countries. Other inquiries come in regularly from several developing countries.</p>

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Mediterranean 2000. INT/37/13. Italy.	<p>A joint UNCTAD, ISO and ITC programme aimed at stimulating SME competitiveness in 10 developing countries of the Mediterranean Basin and Horn of Africa.</p> <p>The ITC contribution focuses on improving SME competitive capacity and access to finance. Through training and use of specifically designed tools, it assists SMEs to correctly address trade credit issues and access bank credit; it adapts practical guides such as <i>Trade Secrets</i>, <i>How to Approach Banks</i> and <i>Secrets of Electronic Commerce</i> at country level; and it enhances bank capacity to analyse and meet trade credit requests by SMEs. The programme includes capacity building activities for entrepreneurs in finance, competitiveness and e-commerce.</p>	<p>The programme's activities concentrate on reinforcing the use of practical tools and guides in partner countries. Eritrean and Ethiopian entrepreneurs received specific training in addressing financial issues and can now more effectively obtain guidance from their respective TPOs. These agencies have completed the adaptations of both <i>Trade Secrets</i> and <i>How to Approach Banks</i> and are offering the guides together with practical information to their members and other exporting enterprises. In Uganda, the Bankers Institute organized with ITC a specialized course for experienced credit officers on Credit Evaluation and Credit Scoring entirely based on a new ITC training module. The attendance was remarkable, with bankers from Uganda, Botswana and Ethiopia paying full commercial rates for their participation. The result was a strengthened Bankers Institute, a confirmation of strong demand for such courses, and the readiness of institutions of the region to make financial effort to improve the capacity of their officers to meet clients' financial needs. In Tunisia, the 'Journée de l'entreprise' organized by ITC with the support of the Export Promotion Centre, Bankers' Association and the Tunisian Export Credit Insurance, enabled enterprises to interact with the main local trade support players and to improve the flow of information for trade. The event also permitted the launching of four ITC publications in the Legal and Finance series as well as <i>Trade Secrets</i> and <i>How to Approach Banks</i>. Detailed surveys of the trade finance sector were carried out in four countries, to contribute to the preparation of a diagnostic instrument.</p>
Market News Service for cut flowers and tropical ornamental plants. INT/47/49. Netherlands.	<p>MNS reports on cut flowers and plants, obtaining market intelligence and compiling database of addresses; backstopping ITC product-related projects.</p> <p>MNS website: <www.p-maps.org/mns></p>	<p>The service provides price and market information, on a continuous weekly basis, for cut flowers in the European (48 issues), North American (45 issues) and Asian (45 issues) markets, and for tropical ornamental young plants in European markets (22 issues) on a fortnightly basis. In 2002, 160 reports were issued, reaching over 3,000 end-users. Based on collected and historical data, price trends in graphical form were produced and supplied on request.</p>
Market Intel follow-up to improve the market information systems of selected trade promotion organizations. INT/47/73. Netherlands.	<p>Following the identification of the strengths and weaknesses of the trade information capacity of institutions that participated in CBI's Market Intel Seminar Programme (2000, 2001, 2002), this project responds to requests for follow-up assistance in strengthening the capacity of participating institutions in management and delivery of trade information.</p>	<p>Management capacity of the information services of TSIs in nine countries were strengthened through the delivery of training and/or advisory services.</p>
The Integrated Export Packaging Information Kit for Developing Countries. ('PACKit 2002') INT/47/75. Netherlands.	<p>The objective is to provide partner institutions with a set of PACKit information modules, ready to be used by packaging institutions and trade support providers. The Kit is made up of stand-alone profiles which can be combined in different ways to suit the interests of specific user groups. The modular profiles present packaging information in four categories: products and their packaging needs; different packaging materials; target market requirements; and profiles of the packaging industry in developing countries and transition economies.</p>	<p>The pilot PACKit set of 10 modules produced in 2002 includes modules under each of the four groups of packaging information. Under 'PACKit 2002' eight additional modules are being developed. The modules cover packaging materials (glass, metal and wood), target markets (Germany and the Netherlands), products (fragile goods and chemicals), and the packaging industry in Uganda.</p>

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Follow-up to the Business Sector Round Table (at the Third United Nations Conference on the Least Developed Countries): preparation of 'Exporter Road Maps' for LDC enterprises. INT/47/76. Netherlands.	The project aims to prepare techno-economic profiles of two product sectors, fish and horticulture, with a view to providing guidance to enterprises seeking to produce and export products in these sectors.	First drafts of the 'Exporter Road Maps' have been prepared and are in the process of being finalized.
Business Sector Round Table at the Third United Nations Conference on the Least Developed Countries. INT/50/44. Norway.	The project aims to undertake background research and analysis for the business sector round table, ensure its successful implementation and prepare the subsequent publication: <i>Converting LDC Export Opportunities into Business: A strategic response</i> .	Further to the 2001 publication <i>Converting LDC Export Opportunities Into Business: A strategic response</i> , an <i>Exporter Road Map for LDC Spice Exporters</i> was commissioned and is nearing completion. The Road Map is expected to provide answers to the most frequently asked questions by exporters of spices including organic spices especially from LDCs and covers both supply-side and market-related issues.
Cooperative programme on quality assurance of spices. INT/61/77. Switzerland.	The project aims to assist spice producers and exporters in improving the quality of spices (Ethiopia, India, Indonesia, Madagascar, Malawi, Nepal, Sri Lanka, Thailand, Uganda, the United Republic of Tanzania and Viet Nam), in close collaboration with the American Spice Trade Association and the European Spice Associations. The American Spice Trade Association (ASTA) has authorized ITC to reprint its technical manual on cleaning of spices and distribute it to exporters of spices during the workshops.	ITC organized technical workshops for farmers, processors and exporters with the Spices Board of India, the Ethiopian Export Promotion Development Agency and the Madagascar Bureau of Standards. On the same occasions, the ITC team made field visits to selected production and processing areas/facilities and provided technical advice on the best post-harvest handling and manufacturing practices. To complement these exercises, ITC reprinted the manuals <i>Clean Spices</i> and <i>Quality Minima</i> published by the American Spice Trade Association and the European Spice Association respectively.
Executive Forum on National Export Strategies. INT/61/83. Switzerland.	<p>The Executive Forum's overall objective is to integrate trade development strategy into the national planning and economic development process. It is designed to provide government planners with best practice scenarios for the formulation, implementation and monitoring of national strategy and to strengthen the public-private sector partnership in the strategy management process.</p> <p>Each year the Executive Forum combines applied research and consultation on a pre-selected theme, with field-level follow-up. The highlight of the Executive Forum is the annual three-day debate held in the Lake Geneva area, when national teams of senior representatives from the public and private sectors review best practice against current practice. A publication is prepared on the conclusion of the annual consultation and disseminated</p>	<p>Each year involves a new Executive Forum cycle of research, consultation, publication and field level follow-up. In 2002, the focus was on the theme 'Managing Competitive Advantage'. Best practice propositions were developed on: creating value through competitive advantage; developing competitive advantage through the implementation of sector-level strategies based on the value chain; adding value through building in-country alliances; projecting competitive advantage through national branding; and confirming competitive advantage through effective monitoring and evaluation systems. Twenty-five 'national strategy' teams debated these 'best practice' propositions in Montreux, Switzerland in September. The strategy teams came from Asia (10), Latin America and the Caribbean (6), Africa (7), the Middle East (1) and Eastern Europe (1).</p> <p>Based on the best practice scenarios developed since the beginning of the Executive Forum programme (1999), ITC developed the 'process' tool <i>Secrets of Strategy Template</i>. This interactive CD-ROM provides strategy-makers with comprehensive guidance on the preparation of national export strategy, covering both sector-level strategies and strategies relating to cross-sectoral support services (trade information, trade finance, quality management, etc.). ITC began piloting the Template in Uganda and Sri Lanka.</p>

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	<p>globally. An Executive Forum website is maintained to support the network of Executive Forum participants, to facilitate the exchange of views and information, and to coordinate research.</p> <p>Website: <www.intracen.org/execforum></p>	<p>In keeping with the increasing emphasis given to regional and national follow-up to the Montreux debate, in November ITC staged the Southern African Regional Executive Forum in Muldersdrift, South Africa. The debate was organized in conjunction with the Department of Trade and Industry South Africa and the Swiss State Secretariat for Economic Affairs. All members of SADC, plus Madagascar, sent strategy teams to the consultation. National level follow-up is planned in several participating countries.</p>
<p>Meeting assessments. <i>As on previous occasions, a two-pronged assessment of the 2002 Forum was organized on site by ITC's Senior Monitoring and Evaluation Officer. A preliminary questionnaire asked participants why they had agreed to come and what their expectations were, and an end-of-event questionnaire asked the same participants whether the Forum had measured up to their expectations, how and why. This assessment was completed by an in-house exchange of views on the same subject. A similar exercise was organized at the Regional Executive Forum held in Muldersdrift. Questionnaires were answered in great detail by a vast majority of the participants at both events. Most of the participants agreed that such meetings improved not only their own knowledge but also their perception of Public-Private Partnership (PPP) through the common preparation of country papers; the meetings also gave them good opportunities to present and share experiences, get to know best practice that could be of use in their own country and to build up networking. Special attention was paid to identifying follow-up actions taken by participants who had been present at past Forums. Valuable contributions have shown that such follow-up actions have reached solid implementation levels particularly with regard to the preparation and strengthening of national or sectoral export strategies, and the building up of more efficient trade networks.</i></p>		
<p>Workshop on cashew nut export development from Africa. INT/73/03. Common Fund for Commodities (CFC).</p>	<p>As a spin-off from the LDC III Conference in Brussels, in particular in response to a special request to ITC from African cashew producing countries, it was decided to assist these countries to improve their exports of cashew nuts. The main objective was to establish a focal point at regional level to assist nine producing countries in undertaking market development activities jointly.</p>	<p>A regional workshop was organized by ITC and the National Export Council of Benin in Cotonou in July 2002, which resulted in the establishment of an association of African cashew producers. A comprehensive cashew website was also created to assist producers and exporters with a view to exchanging trade information as well as increasing their world market share.</p>
<p>Market News Service for pharmaceutical raw materials. INT/85/01. WHO, with complementary funding from Global Trust Fund Window I.</p>	<p>The service promotes transparency in the markets for pharmaceutical starting materials and helps producers of essential drugs in developing countries to import raw materials at affordable prices.</p> <p>MNS website: <www.p-maps.org/mns></p>	<p>The MNS report gives up-to-date indicative prices and relevant commercial data trends on approximately 330 pharmaceutical starting materials of different therapeutic groups, as well as excipients. The service has 172 subscribers; copies of the report are also distributed to various WHO regional offices. It is a unique tool that allows comparison of the current costs of starting materials with international prices, strengthening the bargaining position of governmental institutions and health sectors in developing countries.</p>
<p>Trade promotion and development of crafts and visual arts. INT/86/01. Ford Foundation/ILO</p>	<p>This is an ITC-implemented consultancy under a Ford Foundation/ILO project on small enterprise development and job creation in the cultural sector in the SADC region.</p>	<p>In October 2002 in Lusaka, Zambia, a workshop addressed the five cultural sectors targeted by the ILO project (music, visual arts and crafts, performing arts and dance, film and television, and ethno-tourism). Participants came from various ministries, local funding agencies, embassies supporting the arts and culture, the private sector, local training institutions and museums and galleries, from the national trade union congress, and from SADC. ITC contributed on 'Enhancing marketing skills of artists and artisans'. This active presence yielded a concrete project proposal that could make a real enterprise- and market-driven contribution to poverty alleviation, job creation, cultural presence and tourism in Zambia.</p>
<p>An analysis of important factors in the successful production and marketing of plantation timber products. INT788/03. FAO.</p>	<p>The project objective is the preparation of a literature study on the constraints and common factors in the successful marketing of plantation timber products.</p>	<p>Draft report was delivered to FAO Forest Products Division in the middle of 2002. No revisions have been proposed to date by FAO.</p>