



International Trade Centre
UNCTAD / WTO

40 years of trade
development
1964-2004

ITC/AG(XXXVIII)/202
23 February 2005
Original: English

Annual Report 2004



Joint Advisory Group on the International Trade Centre UNCTAD/WTO
Thirty-eighth session
Geneva, 18 - 22 April 2005

ITC: Your Partner in Trade Development

The International Trade Centre (ITC) is the technical cooperation agency of the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO) for operational, enterprise-oriented aspects of trade development.

ITC supports developing and transition economies, and particularly their business sectors, in their efforts to realize their full potential for developing exports and improving import operations.

ITC works in six areas:

- ▶ Product and market development
- ▶ Development of trade support services
- ▶ Trade information
- ▶ Human resource development
- ▶ International purchasing and supply management
- ▶ Needs assessment, programme design for trade promotion



International Trade Centre

U N C T A D / W T O

ITC: Your partner in trade development

For more information:

Street address: ITC, 54–56, rue de Montbrillant, Geneva, Switzerland.

Postal address: ITC, Palais des Nations, 1211 Geneva 10, Switzerland.

Telephone: +41 22 730 0111 *fax:* +41 22 733 4439 *e-mail:* itcreg@intracen.org *Internet:* <http://www.intracen.org>

This Annual Report should be read in conjunction with its accompanying documents: the *Summary Review of Technical Cooperation Projects Operational in 2004* (ITC/AG(XXXVIII)/202/Add.1), the *Statistical Tables* (ITC/AG(XXXVIII)/202/Add.2) and the *ITC Global Trust Fund: Report of the Consultative Committee to the thirty-eighth session of the Joint Advisory Group* (ITC/AG(XXXVIII)/203).

FOREWORD

The year 2004 was marked by the 40th anniversary of ITC. It was a natural opportunity to review achievements of the recent past and to sketch out a daring, yet realistic, way forward. ITC has addressed these subjects in a special *International Trade Forum* publication of Portraits of Trade Development, issued in December 2004. The publication complements this Annual Report.

It was a year of consolidation following a five-year period during which delivery of technical assistance had increased by an aggregate 82%. During the year under review, in addition to providing assistance of varying intensity to 133 countries, ITC devoted a substantial amount of time to setting up new strategic alliances and programmes with a view to better contributing to the Millennium Development Goals (MDGs), refining business processes, and servicing inspection and evaluation activities.

In order to give stakeholders greater insight into ITC's work, and in line with its efforts to better integrate results-based management principles into its management culture, this Annual Report, for the first time, is based principally on progress achieved under its five corporate goals during the year under review.

ITC's corporate goals are at the heart of its activities. They have been crafted carefully over time to help optimize the use of limited resources to achieve its mandate, within a rapidly changing landscape for international trade. Each of these goals is attained through the combination of various technical assistance activities carried out under all programmes.

The Report consists of three parts: an overview, a more detailed review of achievements in 2004, and a management perspective. An annex provides, also for the first time, a comprehensive 'country overview' of assistance provided in all countries in which ITC was active in 2004. Finally, two addenda provide additional statistical details and information on projects operational in 2004.

It is hoped that this report and its addenda will provide an insightful picture of ITC's work in 2004 and the challenges that lie ahead.



J. Denis Bélisle
Executive Director
International Trade Centre

CONTENTS

Foreword	i
Abbreviations	iii
OVERVIEW	1
CLOSER REVIEW OF ACHIEVEMENTS IN 2004	5
Goal 1: Facilitating the integration of enterprises into the multilateral trading system	5
Goal 2: Supporting the design of trade development strategies	8
Goal 3: Strengthening key trade support services, both public and private	9
Goal 4: Improving sector performance	12
Goal 5: Building enterprise competitiveness	15
THE MANAGEMENT PERSPECTIVE	18
Annex: ITC TECHNICAL COOPERATION ACTIVITIES AND PROJECTS IN 2004, BY COUNTRY AND DELIVERY TRACK	22

ABBREVIATIONS

AFLAI	The African Federation of Leather and Allied Industries
ATC	Agreement on Textiles and Clothing
BMS	Business Management System
CBI	Centre for the Promotion of Imports from Developing Countries (Netherlands)
CIS	Commonwealth of Independent States
EPRP	Export-led Poverty Reduction Programme
GATS	General Agreement on Trade in Services
HACCP	Hazard Analysis and Critical Control Point
HR	Human resources
ICT	Information and communication technology
IF	Integrated Framework for Trade-related Technical Assistance to Least Developed Countries
ISO	International Organization for Standardization
ITC	International Trade Centre UNCTAD/WTO
JITAP	Joint ITC/UNCTAD/WTO Integrated Technical Assistance Programme in Selected Least-Developed and Other African Countries
LDC	Least developed country
MDG	Millennium Development Goals
MLS	Modular Learning System
MTS	Multilateral trading system
NAMA	Non-agricultural market access
NEST	National Export Strategy Template
OECD/DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
OIOS	Office of Internal Oversight Services
PACCIA/PACT	Programme for building African Capacity for Trade
PCM	Project cycle management
RBM	Results-based management
SCM	Supply chain management
Seco	Swiss State Secretariat for Economic Affairs
SMEs	Small and medium-sized enterprises
SPS	Sanitary and phytosanitary measures
TBT	Technical barriers to trade
T&C	Textiles and clothing
TPO	Trade promotion organization
TRTA	Trade-related technical assistance
TSI	Trade support institution
UNCTAD	United Nations Conference on Trade and Development
USAID	United States Agency for International Development
WASME	World Association for Small and Medium Enterprises
WIPO	World Intellectual Property Organization
WSIS	World Summit on the Information Society
WTN	World Tr@de Net
WTO	World Trade Organization

OVERVIEW

The global trade picture

1. The 2004 global trade picture evolved in ways that have had significant implications for ITC's work programme. World production grew by about 5% and world trade registered some 8% growth, far above the average in recent years. The 'July package' of the World Trade Organization (WTO) restored credibility to the multilateral trading system (MTS) at a time when regional and bilateral trading arrangements were proliferating.

2. Against this background, the need for supply-side responses, including the competitiveness of small and medium-sized enterprises (SMEs), became even more critical to ensure that benefits from growth in global trade did not bypass developing and transition economies. In that context, ITC's efforts focused on providing SMEs with comprehensive business support services including:

- Targeted business information;
- Access to analytical and operational tools; and
- Training in identifying market opportunities, adapting products and services to demand and developing capabilities for converting business opportunities into actual trade.

Client demand and ITC's Corporate Goals

3. Client demand for ITC services related to its Corporate Goals added up as follows at year end, in absolute terms and as percentage of total delivery.

Goal	Title	Estimated percentage of total delivery	Delivery amount (US\$ million)
Goal 1	Facilitating the integration of enterprises into the multilateral trading system.	21	4.4
Goal 2	Supporting the design of trade development strategies	13	2.7
Goal 3	Strengthening key trade support services, both public and private	24	5.1
Goal 4	Improving sector performance	22	4.7
Goal 5	Building enterprise competitiveness	20	4.2

Facilitating the integration of enterprises into the multilateral trading system

4. The rapidly evolving world trading system presented major challenges for the business sector. The multitude of trade negotiations, rules and agreements (multilateral, plurilateral, regional and bilateral) made it imperative for SMEs, and their associations, to better understand the dynamic changes in the legal and regulatory framework for international trade and their implications for day-to-day business operations, and to involve themselves more actively in the shaping of the rules regulating their activities. This was done largely through networking to share experiences about MTS, compliance with rules and business advocacy.

5. In response to client demands, ITC increased its field activities in 51 countries under its World Trade Net Programme (WTN), and in 16 countries under JITAP.¹ It provided practical and specific country-level assistance on the WTO agreements and the 'July package'. Business advocacy was promoted through five regional Business for Development workshops in Africa, Asia, Commonwealth of Independent States (CIS) and Eastern European countries and Latin America. Case studies, business

¹ The Joint ITC/UNCTAD/WTO Integrated Technical Assistance Programme in Selected Least Developed and Other African Countries. Four countries (Malawi, Mozambique, Senegal and Zambia) benefit from both the WTN network and JITAP.

guides and training packs were provided. Interactive workshops were held on trade remedies, technical barriers to trade (TBT), sanitary and phytosanitary measures (SPS), and the General Agreement on Trade in Services (GATS); and business analyses were conducted for the textile and clothing (T&C) industry to help entrepreneurs reposition themselves after 1 January 2005.

6. ITC played its part in re-establishing the credibility of the global trading system among SMEs in over 80 developing countries and transition economies after the Cancún setback. Business people and trade negotiators of those countries came closer together to chart their way forward as national teams. On separate occasions the Director-General and three Deputy Directors-General of WTO, and the Secretary-General of the United Nations Conference on Trade and Development (UNCTAD) individually teamed up with ITC for direct interaction with the private and public sectors on subjects such as business advocacy, agriculture, services, textiles, trade remedies, non-agricultural market access (NAMA), and regional and bilateral arrangements. In turn, they obtained a better appreciation of small business concerns about MTS.

7. Critical challenges remain. The business sector needs more help to find its way through the Doha Work Programme and regional and bilateral trading arrangements. Additional efforts are required to present the plethora of trading rules and agreements to business in a simple, coherent, inclusive and non-threatening manner. Integrated packages of tools, advisory and training services are needed to enable individual businesses to comply with, and shape the future of, these rules. The business sector is also soliciting additional help in making business advocacy a reality and putting it to work for the developing world. Responding appropriately to these requests is essential to ensuring the success of the Doha negotiations, the WTO Ministerial Conference in Hong Kong in December 2005 and for the very survival of SME exporters beyond Hong Kong.

Supporting the design of trade development strategies

8. Within the increasingly competitive international marketplace, it has never been more important for developing and transition economies to have a realistic national export development strategy. Together with a wider recognition among government planners and policy-makers that a successful export strategy must address the full cross-section of competitiveness issues, this has generated significant new demand for technical assistance in the area of export strategy design and management.

9. ITC's 'traditional approach' to supporting export strategy design gave way to a two-tier approach encompassing both national and sector-specific export strategy. The strategy support tool box was enhanced, field-level assistance increased significantly, and the annual Executive Forum debate on export strategy grew in stature.

10. Significant results were achieved at the level of national export strategy design. Strategy teams in nine countries were actively engaged in developing national export strategies with the support of ITC's strategy tool kit; capacity to use market analysis tools was strengthened in more than 50 countries; and the international network of export strategists was increasingly active in information exchange, collaborative analysis and the preparation of scenarios on 'best practice'.

11. The increasing importance attached to strategy design and implementation puts additional demands on ITC to ensure that its tools and backstopping capacities are adequate to meet such high demand. ITC will have to ensure full internal cohesion in the various technical and delivery facets of its support to strategy design, and address the critical issue of the implementation and monitoring of strategy. National capacities to support strategy development need to be improved, and capacity-building in this area should be integrated into ITC's country-level programmes. The relevance of the Executive Forum needs to be maintained by shifting the emphasis from process to content of strategy.

Strengthening key trade support services, both public and private

12. Fast-paced changes in international trade demand an integrated network of trade support providers at country level. A mix of public and private sector initiatives is increasingly changing the trade support landscape, through the development of robust, business-related partnerships focused on increasing business competitiveness. Traditional trade promotion organization (TPO) profiles and roles are being redefined, and other trade support institutions (TSIs) are developing the capacity to deliver new trade support programmes to their clients with a view to increasing their participation in the global marketplace.

13. ITC's response was geared towards helping TSIs (including TPOs, business sector and professional associations, training and packaging institutions, arbitration and mediation centres, standards bodies, trade finance institutions and trade information providers). Solid support was provided to increase TSIs'

capacity to deliver high-quality services including customized ITC business support tools. Delivery of professional advice and training was complemented by regular dissemination of technical publications, guides and bulletins. ITC's worldwide network of institutions offering fee-based training, in-company consultancy support and professional certification programmes was expanded and accompanied by the local production of country-specific materials. TSIs were provided with tools to manage knowledge and access up-to-date trade data facilitating rapid responses to international business requirements.

14. TSIs in over 100 countries benefited from ITC partnerships. The Fifth World Congress of TPOs, organized by ITC and Malta Enterprise, gave 70 organizations the opportunity to review and adopt concrete measures to stay relevant, efficient and cost-effective. Support networks in packaging, quality and standards, trade finance and legal aspects of trade are now actively applying ITC tools and developing a more holistic approach to supporting international trade. Professional training programmes in business management, supply chain management and services have resulted in over 400 qualified partner institutions delivering high-quality training and in-company support to their local business communities. Information provided to ITC by partner institutions confirmed the strong impact of this training on improved enterprise supply chain operations. TradeMap, a component of ITC's integrated package of market analysis tools, is now being used by over 60 countries, allowing TSIs to deliver timely market intelligence to clients.

15. TSIs must equip themselves to provide rapid responses to market opportunities for a committed and increasingly capable export community. The emergence of the Business Development Services (BDS) concept² necessitates changes in the approach to delivery of services through the increasing use of qualified national service providers. TSIs continue to face challenges in ensuring a proactive response to quickly changing business requirements and in delivering relevant tools and services adapted to client needs. ITC's challenge is to continue to provide the TSI community with locally adaptable capacity-building tools and services in a timely and efficient manner.

Improving sector performance

16. Although the value of global merchandise trade has doubled in the past 10 years to US\$ 7.5 trillion and developing countries as a whole have benefited from this growth, their share in merchandise trade remains low. In particular, the share of least developed countries (LDCs) in world merchandise trade has remained minuscule at only 0.58% or US\$ 43 billion. To better compete in this globalized world, companies in these countries need to be equipped with the capability, competitive cost structure and the right strategic choices to improve sector performance.

17. ITC provided product sector-specific assistance to 27 countries, and assistance in the area of services to 17 countries. New export opportunities were created through buyers-sellers meetings in nine product areas, including publishing and printing, pharmaceuticals, leather and the aid procurement market across Africa. Local stakeholders applied ITC's SHAPE methodology³ to prepare 16 sector diagnostics and export strategies in 6 countries. A strategy tool for the development of the tourism sector was launched. Critical trade information was provided through publications and sector-specific web portals. ITC gave targeted assistance to the T&C sector to prepare for the lifting of volume quotas in January 2005, and work was initiated to assist the cotton sector to address post-Cancun challenges. Greater awareness of export opportunities in services was created under a six-phase programme.

18. Buyers-sellers meetings resulted in new business worth more than US\$ 22 million for over 500 SME exporters of pharmaceuticals, publications, aid and emergency equipment from 66 countries. The Meet in Africa trade fair and buyers-sellers meeting on leather resulted in new business estimated at US\$ 24 million. Capacities were built among associations and SMEs in the T&C, leather, creative industries and services sectors. The FiT⁴ benchmarking tool on textiles and clothing enabled South Asian partners to position themselves better in response to the phasing out of the Agreement on Textiles and Clothing (ATC). Assistance to exporters in Ghana resulted in an increase in horticulture exports of more than 10 million euros and in China an export-oriented apple industry was developed. Sierra Leone was able to re-enter the world ginger market, and in South Africa ITC provided important capacity-building assistance to start-up exports of aloe ferox.

19. Sector related assistance evolves in line with trade opportunities, such as the removal in 2005 of volume quotas for clothing exports. In addition, the issue of cotton in Africa needs to be addressed in

² BDS are services that improve the performance of the enterprise, its access to markets and its ability to compete.

³ SHAPE is an ITC methodology bringing together key stakeholders from a sector to diagnose its performance, identify strategic options and design a sector strategy and implementation plans.

⁴ FiT is an ITC software-based competitive benchmarking tool for the T&C sector.

light of changing demand patterns for cotton. Bio-diverse and environmentally sustainable products are emerging as high potential value-added export opportunities. Services other than tourism, such as business and professional services, are the fastest growing area of international trade and new opportunities are opening. Increasingly, developing countries are under pressure to design realistic sector strategies to help boost SME competitiveness and tap new markets. In this new competitive environment some will win through good entrepreneurship, but others will require assistance.

Building enterprise competitiveness

20. Improved market access is a necessary, but not sufficient, condition to improve the volume and value of trade between countries. The benefits of increased wealth through trade will only accrue if enterprises succeed in satisfying the hard commercial and competitive requirements of customers. In the end it is companies that trade, not countries. Capacity building is intimately linked to poverty alleviation through trade. This can be achieved only if producers, women and the informal sector participate more fully in international supply chains of buyers and sellers.

21. Eighty projects were delivered to improve the competitiveness of SMEs through access to key information, human, financial and network resources. New in-company focused training and consultancy support approaches were pilot-tested, deal-making forums were hosted and appraisal missions were fielded to identify new projects in cooperation with the European Community. Enterprises were coached in the use of information and communication technology (ICT) to meet international buyer requirements.

22. ITC programmes helped companies to identify and realize market opportunities in growing markets such as herbal medicines, cosmetics, tourism, services and the creative industries. Over 1,300 SMEs in 20 services subsectors benefited from an aggressive direct training programme held in 17 countries. Under the E-Trade Bridge Programme, 120 carefully screened SME managers in El Salvador, the Philippines and the United Republic of Tanzania developed strategic plans incorporating ICT into their business processes. Export management training materials were developed and field-tested with 110 trainers and SME managers in Brazil, India and Kenya under ITC's Export-led Poverty Reduction Programme (EPRP).

23. Enterprises will continue to require practical assistance in order to master the functional aspects of international trade, and the results of enterprise needs assessments will have to be utilized to enrich the design of both national and sectoral trade strategies. The full range of trade-related technical assistance (TRTA) instruments, including publications, tools and training programmes, will have to be integrated to address evolving trade challenges. ITC and its partners must go further with the private sector in order to achieve a balance between the reach, the impact and the commercial sustainability of interventions. The quality of reporting on enterprise performance has to be improved by working closely with ICT-enabled partner networks.

Management perspective

24. ITC's 40th anniversary year was marked by significant developments. The organization consolidated its recent achievements in terms of rapid increase in delivery over three consecutive years, established the basis for better attaining its goals and sharpened its vision for the future. From a strategic point of view, new partnerships and alliances were established and collaboration with TRTA development partners reached an all-time high. From an operational point of view, steps were taken to further enhance efficiencies through innovative monitoring and information systems, inter-divisional coordination progressed and efforts were pursued to move towards results-based management (RBM). ITC entrenched its position as a strategic niche player in the area of trade development. While striving to maintain this strategic focus, ITC did not lose sight of its commitment to its clearly identified corporate goals, and contributed to the overarching objectives of the Millennium Development Goals and the Doha Development Agenda. Key challenges lying ahead include the continued sharpening of ITC's niche focus, the implementation of managed growth, the refining and bundling of its tools and services, the consolidation of a results-based management culture, and the successful planning and implementation of senior management succession.

CLOSER REVIEW OF ACHIEVEMENTS IN 2004

GOAL 1: FACILITATING THE INTEGRATION OF ENTERPRISES INTO THE MULTILATERAL TRADING SYSTEM

The business community and its beneficial integration into the trading system remained ITC's primary focus ...

25. ITC continued to help businesses to better orient and position themselves within the complexities of the evolving world trading system. During the year, ITC:

- Expanded its time-proven channels for information flow and training;
- Activated the public-private sector dialogue on WTO-related issues;
- Continued efforts for a better involvement of business in the Doha negotiations; and
- Encouraged business advocacy.

... through a comprehensive MTS-specific project portfolio.

26. Activities in 2004 contributed to ensuring that the business sector was better equipped to play its role in fulfilling the Doha Development Agenda and that national teams were more involved in the preparations for the Hong Kong Ministerial Conference. This was done through the **World Tr@de Net** Programme, the **Business for Development** initiative and **JITAP** (which ITC implements jointly with UNCTAD and WTO).

WTN informed business about the implications of the 'July package' ...

27. WTN provided the main channel for communication flows, advice and training, with a longer-term perspective, on country-specific capacity building of business and trade organizations. During the year, the programme supported private sector-led networks in 51 developing countries and transition economies. These networks discussed the business implications of the ongoing multilateral and bilateral negotiations, and helped to identify major capacity-building needs of the business communities. The programme provided constant updates on the WTO negotiations and clear explanations of the business implications of the 'July package'. In addition, national retreats for Inter-Institutional Committees and reference groups were organized in JITAP partner countries to assess the national impact of the WTO 'July package', and to begin to articulate negotiating strategies for the Hong Kong Ministerial

Conference. Support to these groups and committees continued through enhancement of the capacity and information resources of national WTO reference centres and national enquiry points. WTO reference centres were established in Pakistan and relevant training was also provided.

Business advocacy gains momentum in developing countries

Business advocacy is making its way, as illustrated by the following comments received at ITC:

'That was good news [the WTO "July package"]. And what was especially good was that this time our negotiators listened to the business community beforehand and defended our interests ... It [ITC's World Tr@de Net] gave us the chance to see how business in other countries makes sure that Government is fully aware of their interests when they are negotiating trade agreements.' — *Tatiana Philippova, Bishkek Chamber for Trade Promotion, Kyrgyzstan*

'World Tr@de Net has helped our business community to intensify the dialogue with the government's negotiating team in the new round, and this will strengthen our participation.' — *Rigoberto Monge, business leader, El Salvador*

'Private sector is eager to participate, to interact ... it's what we call business advocacy ... If we associate the name ITC, it's like a brand name, it adds to the prestige ... authorities give importance to that message.' — *Muhammad Akber Sheikh, Lahore Chamber of Commerce, Pakistan*

'I was pleasantly surprised that you [ITC] have done such vast reporting on what we have been negotiating, in a simplified, easy-to-understand manner. I would encourage you to do even more. All the things which I would call the pragmatic applications of the rules and which are ... in so many ways crucial to the success of what WTO is trying to do.' — *Dr Supachai Panitchpakdi, WTO Director-General*

... while the Business for Development meetings strengthened business advocacy.

28. The *Business for Development* initiative brought business advocacy into practice through five regional meetings covering all developing and transition regions. Negotiators and practitioners gave first-hand briefings to 237 business executives and 99 government negotiators from 85 developing countries and transition economies, and discussed concerns and points of major interest to the private sector with respect to the Doha Work Programme. Backed by ITC's 'Updates' (progress reports, newsletters, technical papers and business information about developments in all major fields of the negotiations), the debates highlighted key negotiating issues and had a visible impact on strengthening the relationship

between public and private sectors. The meetings centred around region-specific preoccupations of the business sector.

Business for Development: Highlights
<ul style="list-style-type: none"> • Nairobi, March 2004 (12 countries of East and Southern Africa). The meeting clearly reflected the 'Shock after Cancún' and concern at the weakening of the MTS. The focus was on the new responsibility of the business sector to contribute to the preparation of trade negotiations. • Sofia, May 2004 (16 countries of Central and Eastern Europe and Central Asia). The business sector urged their government representatives to get back to the multilateral negotiation table. • Rio de Janeiro, June 2004 (19 countries of Latin America and the Caribbean). Development issues took the forefront, with agriculture remaining the most important single issue, followed by NAMA and the development dimension of service negotiations. • Manila, October 2004 (16 countries from Asia and the Middle East). Following the agreement on the 'July package', detailed technical discussions reflected the constructive mood of the business sector and Government after the breakthrough in the Doha negotiations. Fast-track accession of LDCs, services and the future of the T&C sector after 2005 were major points of discussion. • Casablanca, December 2004 (22 countries of Western and Central Africa and the Maghreb region). The proliferation of bilateral and regional agreements was seen as a major issue. The business community discussed the potential benefits of trade facilitation. Special and differential treatment, and the cotton issue were reviewed from an African perspective.

Country programmes were initiated in WTN partner countries ...

29. WTN members broadened the in-country discussion in preparation for the Hong Kong Ministerial Conference and put together country-specific action plans that led to MTS country projects in Bangladesh, Pakistan and Sri Lanka. In Bangladesh, assistance centred around informing the business community on the implications of the WTO agreements. The focus was subsequently widened to include trade preferences and the implications of the growing regional and bilateral trade agreements. In Pakistan, an ITC-coordinated programme involving the United Nations Industrial Development Organization (UNIDO), the World Intellectual Property Organization (WIPO) and UNCTAD, and funded by the European Community, provided capacity-building support for integrating into the world economy.

... and assistance to JITAP countries was intensified.

30. As Phase II of JITAP picked up speed, WTN material and targeted assistance were provided to all 16 JITAP countries. Assistance was provided to understand the MTS, identify key negotiating interests, prepare negotiating positions, formulate trade policies and sector strategies, and enhance national export competitiveness. A series of international video-conferences on agriculture, NAMA and services resulted in the development of both formal and informal networks of professionals capable of supporting policy-makers and trade negotiators. In this context, a report analysing the impact of market access conditions on Tunisia's international trade was completed to support Tunisia in the process of developing its negotiating positions.

A new facility to provide rapid responses to MTS-related needs was launched, ...

31. During the year, ITC and the European Community jointly established a trust fund to assist Asian developing countries to better integrate into the world economy.

The Asia Trust Fund: A quick response facility for Asian countries
<p>The Asia Trust Fund was launched in Brussels in September 2004 with a budget of 5 million euros over a three-year period. It is designed to respond efficiently and effectively to urgent needs of Asian developing countries for trade-related technical assistance in areas where ITC has core expertise. Activities supported under this new facility complement national efforts to benefit from WTO rules and agreements. Nineteen developing countries and two regional organizations are eligible for support under this new facility.</p>

... cooperation with regional economic groupings was strengthened, ...

32. The secretariats of the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of West African States (ECOWAS), and the West African Economic and Monetary Union (WAEMU) enhanced their understanding of implications of the MTS for regional integration in Africa, through a workshop organized under JITAP.

... businesses prepared for the phasing out of volume quotas under the ATC, ...

33. The T&C industry was assisted in preparing for the phasing out of volume quotas under the ATC on 1 January 2005, with business scenarios and exchange of perceptions and experiences relating to adjusting to the transition. Two regional workshops were held in Latin America and Asia, and work was initiated to elaborate sector strategies for facing 2005 challenges using ITC's SHAPE sector strategy development tool. One of the immediate results of the regional workshop in Latin America was a decision by the T&C business community to establish a regional association to, *inter alia*, jointly face the challenges relating to the lifting of the quotas. A detailed country-specific review of the challenges facing the sector was undertaken in Bangladesh, followed by support to sector strategy formulation.

... and targeted support on TBT and SPS issues remained an important area of work.

34. Case studies and training packs on TBT and SPS helped the business sector to obtain a better understanding of the issues at hand and the responses required to comply with standards, technical regulations, sanitary and phytosanitary requirements and certification. TBT workshops, based on training packs developed under the World Trade Net programme, were delivered in Kyrgyzstan and Tajikistan. Assistance was provided in drafting new legislation on technical regulations compliant with WTO rules in Kazakhstan and Uzbekistan. Business executives, standards board officials and government representatives participated in a regional event in Egypt that reviewed business challenges posed by SPS regulations.

Critical assistance was provided for the negotiations on GATS, ...

35. To promote greater participation of developing countries in the GATS, services sector capacity studies were undertaken in 10 developing countries. The resulting reports include suggested approaches to the GATS negotiations. ITC and WTO jointly provided Geneva-based training on the GATS negotiations, and the results were presented at WTO's Special Session of the Council on Trade in Services. Of the 10 beneficiaries, 5 (Barbados, Paraguay, Peru, Senegal, and Trinidad and Tobago) have reported that enhanced awareness of their countries' services sectors has resulted in concrete follow-up actions.

... negotiations on market access were facilitated ...

36. The pilot version of Market Access Map (MacMap), ITC's unique database for the analysis of market access, was made available to all World Trade Net member networks and the database was refined in light of their comments.

ITC helps negotiations on market access

Interest from trade policy analysts and companies alike has been strong following the launch of ITC's Market Access Map at www.macmap.org. African, Caribbean and Pacific countries recently discovered Market Access Map's usefulness in helping identify key market access issues such as preference erosion and building their case in Doha negotiations.

ITC's focus is on empowering developing countries to tackle market access issues. The interest of national ministries and trade support institutions in this tool has been very strong. What ITC hadn't anticipated though was the extent of response from small and large companies including Wal-Mart. The key challenge now is to maintain current data and ensure that content and functionality continue to remain relevant to users.

... and support was provided to public procurement reform.

37. At the request of the World Bank Round Table Initiative on Strengthening Procurement Capacities in Developing Countries, organized by the Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD/DAC), ITC developed a pilot methodology for measuring and monitoring procurement performance in the public sector. The methodology was integrated into the broader framework of the final OECD/DAC-World Bank Round Table and is expected to lead to in-country pilot applications in Madagascar, Morocco and Uganda. In the future, ITC will reorient its efforts and resources away from public procurement to focus on issues directly affecting enterprise supply chain competitiveness and export performance.

Despite progress achieved on several fronts critical challenges remained.

38. The year 2005 will be decisive for the sustainability of the trading system, with the international trade agenda being dominated by the Doha Work Programme. The multilateral trading system will be unsustainable if the business sector in developing countries and transition economies is uninvolved in shaping the system to the same extent as that in developed countries. The business sector still knows little about the complexity of the trading

environment, which is becoming less transparent because of the increasing number of regional and bilateral agreements. ITC's channels to business communities will need to be maintained, activated and expanded in the long term. Increased involvement of the business sector will need to be accompanied by appropriate business advocacy culture and institutions.

GOAL 2: SUPPORTING THE DESIGN OF TRADE DEVELOPMENT STRATEGIES

New decision-support tools for export strategy-makers were made available ...

39. In 2004, through an active programme of research and field-testing, ITC made significant improvements to its portfolio of decision-support tools and technical assistance products for export strategy-makers in developing countries and transition economies. Methodologies to assess supply-side strengths and constraints, to determine scope for value-addition and transaction cost reduction, and to prioritize among sectors were, accordingly, integrated progressively into the ITC strategy support tool box.

40. The 'communication platform' of the National Export Strategy Template (NEST) – ITC's principal tool for guiding the national strategy design process – was streamlined and two new tools in strategy management were introduced: *A Legal Guide to the Creation and Operation of a National Export Council* and *A Balanced Score Card for Strategy Managers* (which addresses the issues of results monitoring and impact measurement). ITC updated its suite of Internet-based market analysis tools,⁵ which remain the centrepiece of its strategy tool kit, and initiated work on an additional decision-support tool, Investment Map, to support the investment attraction activities of investment and trade promotion agencies. Investment Map contains data for over 80 countries on foreign direct investment stocks and flows. SHAPE, one of ITC's sector strategy development methodologies, was refined into a full technical assistance package and delivered in six countries.

... and the Executive Forum attracted a record number of participants ...

41. To complement this extensive tools development and field-testing programme, ITC actively promoted awareness building in export

⁵ These strategic market analysis tools include Country Map, TradeMap, Product Map and Market Access Map, the latter three being available to companies and TSIs, private or public, on an annual subscription basis.

strategy best practice under its flagship programme, the Executive Forum. Two Executive Forums were held during the year. In partnership with the Commonwealth Secretariat and the Ministry of Trade and Industry in Trinidad and Tobago, ITC organized, in Port of Spain, a consultation entitled 'Small States in Transition: Moving from Vulnerability to Competitiveness', which concentrated on the strategic options open to such countries. Twenty-six national strategy teams participated and regular technical contact was maintained with seven of these teams.

42. For the first time, ITC and **seco** required participating teams at the Executive Forum's annual global debate in Montreux to cover their travel costs. The objective was to confirm the level of actual demand for such an event and to introduce a degree of long-term sustainability into the approach. Members of the Executive Forum network also took the lead in setting the debate's research agenda and preparing the technical papers to be presented. The debate, which centred on the theme 'Competitiveness through Public-Private Partnership: Successes and Lessons Learned', including a session on the gender dimension of strategy development, was heavily over-subscribed. An unprecedented number of strategy teams participated (43), the majority on a cost-sharing basis. In the view of at least one independent evaluator who participated in Executive Forum 2004, it has 'become a "must" event among trade promotion professionals'.⁶

The Executive Forum: An evolving response

'We at ITC are in the *business* of trade-related technical assistance. ... To remain relevant in this business, ITC must carefully manage the life cycle of its technical assistance "products".

'The Executive Forum is one such product. It began in 1999 as an ITC-initiated consultation among a select number of individuals. As the number of people in this room will attest, the Executive Forum has grown into a significantly larger venture. The nature of the Executive Forum has also changed. It is beginning to take on a new life – a new life cycle. And it is you, the network, who have changed it.

'The Executive Forum network now extends from Amman to Abidjan, Bangkok to Bucharest, Lima to Lusaka. Its activities have become fully "demand-driven". For the most part, you are here because you considered it important enough to dig into your own pockets to finance your travel to Montreux. That, if anything, confirms demand.

'In short, you have confirmed the relevance of the Executive

⁶ Extract from a report by Markus Reichmuth, **seco**-retained evaluator.

Forum. You have not just extended the Executive Forum's life cycle, you have re-invented it. It is you, the network, who is now driving the Executive Forum.' — *Extract from the opening remarks of J.-Denis Bélisle, ITC Executive Director, at the Executive Forum 2004.*

Field-level support to national strategy design was provided ...

43. During the year, ITC was called upon to initiate a sizeable programme of field-level support in national export strategy design. Support programmes were launched in Cambodia, the Gambia, Kyrgyzstan, the Lao People's Democratic Republic, Malawi, Romania, Swaziland, Uganda, Viet Nam and Zambia. Strategy design teams, occasionally assisted by regional consultants, applied ITC's computer-based NEST, while ITC technical experts accompanied and assisted them via the Internet throughout the 6–9 month process of designing a national export strategy. This method is intended to ensure full ownership of the design process by the strategy teams and to develop the technical capacities that will eventually be needed to manage the implementation of the strategy.⁷

... and core capacities were built in market analysis.

44. Capacity to use ITC's Internet-based strategic market analysis tools was similarly strengthened throughout the year. With support from the United States Agency for International Development (USAID) and **seco**, and through JITAP, training programmes were mounted in over 50 countries. Emphasis was on developing the expertise of local users and strategy-makers in market analysis, data interpretation and information-sharing. Strategy concepts were touched upon in introductory programmes, while more comprehensive training in strategy formulation was provided in Kyrgyzstan, South Africa, the United Republic of Tanzania and Uruguay.

GOAL 3: STRENGTHENING KEY TRADE SUPPORT SERVICES, BOTH PUBLIC AND PRIVATE

Trade promotion organizations received capacity-building support.

45. At field level, work continued in provision of technical advice to TPOs in Mauritania, Tajikistan and the United Arab Emirates and resulted in the establishment of export development centres. The capacity of the Romanian Trade Promotion Center to provide services to its clients was reinforced through the development of a new website which includes an exporters' portal. A manual, reference and training tools were developed to

⁷ It is anticipated that comprehensive national export strategies will be prepared by the latter part of 2005 in each of these countries and presented for discussion at Executive Forum 2005.

enhance foreign trade representation networks in developing countries and transition economies.

TPOs emerge as innovators offering services to meet client needs

A hundred and fifty directors and senior managers from 69 countries met at the 5th World Conference of Trade Promotion Organizations in Malta on 'The Future of TPOs – Innovation for Competitive Advantage'. The community of TPOs presented the Inaugural World TPO Awards to recognize success amongst peers and reward innovative practices and verifiable achievements of TPOs in the two years preceding the conference. Thirty-two TPOs competed in five different categories, with the following winners selected by the Adjudicating Panel:

- KOTRA of the Republic of Korea – **Best of the Best** and **Best TPO from a Developing Country** for work in integrating international and domestic client services.
- AUSTRADE of Australia – **Best TPO from a Developed Country**, for its focus on new exporter development.
- Uganda Export Promotion Board (UEPB) – **Best TPO from a Least Developed Country** for use of market intelligence to improve exporter performance.
- JAMPRO of Jamaica – **Best TPO from a Small Country** for providing market-led sector support in brand development.
- Bulgaria Trade Promotion Agency (BPTA) – **Best TPO from a Transition Economy** for its integrated product promotion strategies.
- Proexport Colombia – **Panellists' Surprise Award** for its approach to client focus and customer relationship management, strategic sales processes, concrete business goals, compensation directly related to achieving business goals and focus on export oriented SMEs.

Reflecting the increased interest and active commitment of world TPO members, a competitive voting process resulted in Dubai winning the right to host the 2006 conference.

A unique initiative for commercial mediation and arbitration centres was launched ...

46. In another niche intervention by ITC, 60 directors of mediation and arbitration centres from 50 developing and developed countries (two-thirds of them covering their own expenses) met in Chamonix, France to exchange ideas and best practices on management, operations and financing of commercial dispute resolution services. Cooperation between several arbitration centres was confirmed during the conference, including the decision to set up mediation services at the Arbitration Court of the Estonian Chamber of Commerce and Industry in cooperation with the Centre for Dispute Resolution (United Kingdom). Over 20 arbitration institutions in South Africa offered to extend assistance to

other arbitration centres, several of them on a pro-bono basis.

... and the use of both *Juris International* and *Lega Carta* expanded.

47. ITC's unique databases of model contracts and legal information, *Juris International* and *Lega Carta*, were put to wider use. At a meeting in Geneva, the heads of the International Institute for the Unification of Private Law (UNIDROIT), the United Nations Commission on International Trade Law (UNCITRAL) and the Hague Conference on Private International Law, and representatives from WTO and UNCTAD, endorsed ITC's *Lega Carta* as an innovative support for analysing a country's major commercial treaties.

The *MLS* programme broadened its coverage, achieving concrete results.

48. Twelve new members joined the network of institutions acquiring and using ITC's Modular Learning System (MLS) in international purchasing and supply chain management (IPSCM), significantly broadening the programme's worldwide coverage and bringing the total to 65 institutions. Under this self-sustained and fee-based activity, more than 225 trainers at MLS partner institutions were trained through a dozen specialized workshops implemented around the world, particularly in Asia and Latin America. In Asia alone, more than 1,800 enterprise staff increased their supply chain management competencies and skills through 99 fee-based training events organized by MLS partner institutions that had received assistance under ITC's **seco**-funded regional project.

Promoting supply innovation in the technology sector in Malaysia
<p>'The MLS-IPSCM is a user-friendly, practical and interesting programme covering all aspects of supply chain management. It has enabled me to reap the advantage of new opportunities and reduce my company's total purchasing and supply costs. It has also opened my horizons to develop innovative approaches in purchasing activities and supply chain management, and excel in an environment of globalization. The MLS-IPSCM not only provides value for money but is also an enjoyable form of the art of learning.' — <i>Dzuraidah Ramlee, trainee in the MLS-IPSCM training programme offered by MAPICS Consulting, Malaysia (August 2004)</i></p>

49. A regional conference on supply chain management for enterprise competitiveness organized in Shanghai built capacity for the

continuing development of Asia's export competitiveness.

Institutes of higher education partnered with ITC, ...

50. ITC's partnership with institutes of higher education continued with significant outcomes. UNITEC University in Honduras incorporated ITC's enterprise management training programme into its graduate curriculum. In El Salvador, Universidad Centroamericana José Simeón Cañas made ITC's Business Management System (BMS) a part of its engineering degree programme to turn SME managers into 'employers not employees'. The E-Trade Bridge hub in the Philippines, ATIFTAP (the Association of Training Institutions for Foreign Trade in Asia and the Pacific), signed a Memorandum of Understanding with De La Salle University to offer E-Trade Bridge programmes as a part of its Executive Training Programme.

... training materials were adapted to meet the needs of poor communities ...

51. In response to requests, 145 trainers representing TSIs and 60 managers of micro-enterprises in Brazil, Cambodia, India and Kenya were trained to address the production and management related issues of poor communities, using specially adapted training materials.

... and ITC's quality and standards tools continued to be in high demand.

52. A new approach, set out in the publication *Road Map for Quality*, provided input for the future strategy and role of standard bodies such as the Saint Lucia Bureau of Standards. *Influencing and Meeting International Standards: Challenges for developing countries*, a publication based on field studies in six countries and featuring case studies on TBT/SPS, was published in partnership with the Commonwealth Secretariat. It addresses the inadequate participation of developing countries in the development of international standards and the resulting effects on compliance and competitiveness. At country-level, ITC's information package on *Improving and Maintaining Market Access through Standards and Conformity Assessment* was used by institutions in Kazakhstan and Tajikistan, to better prepare enterprises to meet the challenges of the changing market. Seminars carried out in the Russian Federation contributed to creating awareness among the business community of the importance of standards and conformity assessment in international trade. Assistance was provided to TSIs

and export companies in Bolivia to achieve ISO and HACCP certification and improve quality management practices.

ITC's export packaging tools received wide recognition ...

53. The year 2004 saw a substantial expansion of the PACKit Export Packaging database. ITC's Export Packaging tools and services were presented at three important events: the Annual congress of the World Packaging Organization (WPO) in Basel, the Annual Congress of the Asia Packaging Federation in Tokyo, and the Regional Conference on food packaging in Tunis. As a result, the first-ever pilot test of a joint education programme with WPO in Africa was agreed upon and a large number of requests for the increased involvement of ITC's packaging support activities in Asia were received.

... and support to packaging institutions at country-level expanded.

54. Field programmes on export packaging support were launched in Bolivia, Burkina Faso, Ghana, India, Jordan, the Philippines, the Russian Federation, Sri Lanka and the United Republic of Tanzania. In Bolivia, for example, assistance was provided for the creation of a national packaging institute to serve exporters needs. Exporters in the Russian Federation were trained on specific export packaging requirements. Training events organized in Africa resulted in exporters and their packaging suppliers understanding how to position their products relative to their competitors, using packaging differentiation.

Ghana: Packaging in action
Created in November 2003, the Institute of Packaging Ghana proved, in 2004, to be a respected partner for strategic discussions with Ghanaian authorities in matters related to food waste and exports. Through its partnership with ITC's PACKit, the institute has developed its own range of training programmes in the field of packaging and its expertise is requested throughout the region, for example for a packaging training seminar on oilseeds that was held in Burkina Faso. The institute is preparing Afrik'Embal, a major regional packaging trade fair and conference to be held in Accra in 2005.

New sector-specific publications were added to the Trade Secrets series.

55. Demand from partners for adaptations and updates of ITC's Trade Secrets guides and publications remained high. *The Secrets of Intellectual Property*, a joint publication by ITC

and WIPO, was widely disseminated and used during the LatinPharma buyers-sellers meeting in Rio de Janeiro in June 2004. Development of a guide to the pharmaceutical industry was completed in 2004.

Assistance to e-trade continued ...

56. ITC promoted the use of ICTs by SMEs through development of e-marketplaces, e-finance and e-legal services, and continued to work closely with the World Summit on the Information Society (WSIS) process. The e-trade development network of partners was expanded, including representatives of the business community and TPOs. A new website (www.intracen.org/e-trade) was created to facilitate information exchange and pooling of knowledge. More than 200 managers were trained during the E-Trade Bridge Kick-Off Meetings for TSIs to help SMEs incorporate ICTs in their business.

... and helped boost regional e-business.

57. The 2004 Latin America e-Business Forum, organized in partnership with counterparts in Brazil, served to enhance dialogue between export managers and strategy-makers with responsibilities to promote international e-business. It resulted in SMEs understanding critical issues of ICT application and their impact on daily operations. It also served to narrow the gap between decision-makers and industries in national e-business and e-trade strategy formulation.

Key trade finance challenges were addressed.

58. A technical publication, *Finance for Trade*, was finalized and summarized examples, best practices and success stories of new financial products for SMEs. ITC's Trade Finance Pointers were used in nine countries in the CIS and Mongolia. In Malaysia, ITC partnered with the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) and the Association of National Development Finance Institutions in Member Countries of the Islamic Development Bank (ADFIMI) to create an SME banking initiative. TSIs in Kazakhstan, Kenya, Mauritania and Tunisia received training in forecasting and business planning for obtaining bank loans. The Export Promotion Council of Kenya and ITC jointly developed a finance module that was tested by exporters of agricultural products in preparation for market negotiations in Dubai as part of a buyers-sellers meeting.

Support to TSIs in developing the export of services continued to expand, ...

59. As part of ITC's six-phase technical assistance programme for export of services, a train-the-trainer component helps build capacities in TSIs addressing services-related topics such as advocating for member interests and gaining international profile and credibility. During 2004 over 150 TSIs participated in the train-the-trainer sessions in Africa and Asia, and a number of them are now offering the training to their members. In the Philippines, a coalition of services associations is being formed to serve as an umbrella organization for the sector. Meanwhile, results are being consolidated from ITC's previous work. For example, Tunisia showcased its services sector by hosting the first International Exhibition of Exportable Services (SISE) trade show and conference. Uganda is successfully developing its back office operations, and has established an association for the sector.

TSI capacities to use market analysis tools were developed ...

60. ITC continued to expand its network and assist TSIs in providing up-to-date trade-related information and market intelligence to their clients with over 60 developing countries now subscribing to TradeMap and some 40 countries using Product Map. Local skills in trade analysis, market research and data interpretation were developed through 70 training events in which over 1,500 TSI personnel participated.

TradeMap helps Senegal source new markets

In 2002 Senegal faced a dilemma. Production of maize had increased to 1 million tons but domestic consumption was stagnant. Senegal needed to find international markets. Using TradeMap, a web-based trade flow analysis tool developed by ITC's Market Analysis Section, Senegal's Ministry of Trade identified Egypt as an important import market for maize in Africa. Following a meeting between Senegal's Trade Minister and leading Egyptian Ministers, Egypt sent a buyers' mission to Senegal to discuss production and sign contracts. Initially sales were made just for the excess capacity, but since then business has continued to increase in response to Egypt's demand.

Following this success in identifying new markets, Senegal's Ministry of Trade is pleased to see TradeMap's use expand to a wider spectrum of small and large companies and President Wade himself.

61. The total number of referring links to TradeMap has reached well over 6,000 compared to a few hundred two years ago.

... and assistance was provided to strengthen trade information management.

62. ITC applied a two-fold approach to strengthening TSI information services through direct support to selected TSIs and the elaboration of information tools and resources available to all ITC partners. The Trade Information Reference Centre continued to maintain and update its collection offering access, via its website, to 18,000–20,000 electronic and printed resources, and handling 2,000 requests submitted mainly by TSI information managers. Two new guidebooks were added to ITC's Trade Information Tool Kit and made available to TSIs. An intensive two-week training programme in Geneva for information managers from Africa and Asia, and an international workshop in Rotterdam in partnership with the Centre for the Promotion of Imports from Developing Countries (CBI, Netherlands), resulted in improved access to trade information and increased information management skills. At country level, information services of 10 TSIs from Africa and Asia were strengthened through the delivery of advisory services and targeted information resource development. Key outputs included the launch of an information network to support intra-regional and interregional trade within and between Central and Western Africa and the enhancement of MTS reference centres for business communities under JITAP.

GOAL 4: IMPROVING SECTOR PERFORMANCE

New opportunities for business between developing countries were created.

63. ITC's South-South Trade Promotion programme continued to provide a platform for creating new business opportunities among enterprises in the South. The sectors covered included leather, pharmaceuticals, publishing and printing, and aid relief items. In 2004, ITC worked with national TPOs to host seven buyers–sellers meetings, which assisted 500 companies in the South to secure confirmed orders of more than US\$ 22 million.⁸

New opportunities open for pharmaceuticals trade between developing countries

Strengthening intraregional trade in the *pharmaceutical industry* has been a major commitment of ITC since 2000, an effort that helps reduce the price of medicines, create jobs and promote cross-border investment and technology transfer in the South. Three buyers–sellers meetings in 2004 (LatinPharma in Rio de Janeiro, on the occasion of

⁸ These figures do not include business influenced on the occasion of the Meet in Africa Leather Trade Fair.

UNCTAD XI, AsiaHealthCare in Singapore, and the ECO Buyers–Sellers Meeting on Pharmaceuticals in Istanbul resulted in aggregate transactions for nearly US\$ 6.7 million between 169 companies from 34 countries in the South. It is expected that as a result of meetings like these, progress in the harmonization of product registration procedures will accelerate, reducing market entry lead-time; better information on intellectual property rights will be available; regular opportunity-identification and market intelligence updates will be fostered; and more buyers–sellers meetings will take place, specifically targeting opportunities for joint ventures and strategic alliances. AsiaHealthCare 2005 and LatinPharma 2005 are being scheduled.

64. The 'Buying from Africa for Africa' initiative, which aims to increase the participation of African companies in supplying goods and services to international aid and relief agencies, contributed to over US\$ 13.4 million of business for participating companies. The fifth buyers–sellers meeting on aid procurement, held in South Africa on food, water and sanitation, shelter and household items improved the understanding of aid procurement market dynamics and better equipped 59 African firms from 7 countries to seize hitherto untapped business opportunities. Preparations for similar exercises are under way.

A road map was developed to help focus ITC sector assistance, ...

65. The starting point for ITC product-specific assistance is an in-house analysis of trade and export issues that are expected to emerge over the next three to five years. The resulting position paper provides the basis for assessing the most important areas where ITC can assist in a sector. During 2004, analyses were completed for two sectors – creative industries, and textiles and clothing. Similar analyses were initiated for the leather, coffee, organic products, and fresh fruit and vegetables sectors.

... ITC's approaches to sector strategy design were further refined ...

66. To meet the mounting demand for strategy support at sector-level, ITC invested its efforts during the year in refining its existing approaches to sector strategy development (NEST, SHAPE), and developing additional support materials, coaching and counselling guidelines for practitioners. A version of the SHAPE strategy development methodology was developed for the T&C sector.

... and country-level assistance expanded.

67. ITC's sector strategy development methodologies were piloted in Benin (cassava),

Burkina Faso (meat, hides and skins), Kenya (coffee), and Sri Lanka and the United Republic of Tanzania (leather), and work was initiated in Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan (processed foods). SHAPE was again put to work in Latin America as ITC joined forces with the UNCTAD BioTrade Facilitation Programme to train six TSIs in sector and cluster level strategy development. The preparation of sector strategies in Benin, Burkina Faso, Kenya and the United Republic of Tanzania provided a road map for concrete actions by Government, business associations and enterprises to improve the business environment, lobby for essential policy reforms, and improve product and packaging quality, pricing and delivery. Strategies developed in Kenya and Sri Lanka are currently under implementation.

New sector-specific tools and publications were developed, ...

68. Tools and publications on specific product sectors were prepared. A methodology to identify priority sectors for export promotion was developed and applied in five countries, and another developed for CBI to help prioritize its sector programmes in the countries where they assist. Two guides, *The Canadian Market for Organic Food and Beverages* and the *Marketing Manual and Web Directory for Organic Spices, Herbs and Essential Oils*, were produced, providing insight into the important niche market for organic products. The coffee sector benefited from an updated website version of ITC's highly demanded *Coffee – An exporter's guide*. In addition, *Cocoa – A guide to trade practices* was published in Russian, responding to the needs of the chocolate industry in the Russian Federation.

... including the creation of global meeting places on the Internet.

69. An internal analysis indicated that the way in which ITC made its large sector-specific database available via the Internet was too complex and too scattered across the organization. As a result, a new website approach was developed and implemented on textiles and clothing and on creative industries, centralizing all sector-related information available across ITC. Similar websites will be developed for the other sectors. Leatherline, created at the end of 2003, has become the single largest service website in ITC (almost 31,000 visitors and 570,000 hits per month). Work on a 'Question & Answer' section of the Coffee website, where exporters can post questions and receive answers within few days, was initiated.

Assistance converged around the T&C sector, ...

70. For the T&C sector, ITC developed a five-step approach to help meet the 5 most important needs of LDCs following the elimination of the volume quota system on garments at the beginning of 2005.

How does ITC provide assistance in the textiles and clothing sector?	
Clothing-specific needs of developing countries	ITC's TA response
Lack of a clear sector strategy.	SHAPE, a 10-step structured thinking process to develop a national clothing strategy.
Insufficient understanding of competitors.	The FiT, a software-based competitive benchmarking tool.
Absence of fabric sourcing skills.	Fabric sourcing textbook.
Insufficient understanding of changing world markets.	ITC T&C website; workshops.
How to respond to new electronic communications requirements of buyers.	A business guide on e-applications used in T&C, and workshop dissemination.

71. A tailor-made strategy tool for the clothing sector, based on the SHAPE methodology, was successfully introduced in El Salvador and Honduras. The FiT competitive benchmarking tool enabled SMEs to get clear indications of their performance in key competitiveness areas, indicating opportunities and weaknesses. The FiT has been successfully introduced in South Asia. A new textbook on material sourcing for the garments sector was developed, since sourcing of material for the garment industry is expected to undergo major changes. Two hundred entrepreneurs and the national T&C associations in Cambodia, the Lao People's Democratic Republic and Viet Nam have been trained so far. Work on an overview of technology development and electronic communications requirements was initiated. In addition, ITC presented strategic options for the T&C sector at regional workshops organized under the World Tr@de Net, the Business for Development series and by the WTO (in Benin, China, Lesotho and Oman). Work was initiated in the cotton sector and a position paper was prepared on possible areas of technical assistance.

... the creative industries sector ...

72. During UNCTAD XI, ITC made a presentation on 'A New Channel of Distribution for Visual Arts' at the High-Level Panel on Creative Industries and Development. Further exploratory activities are under way to identify the most important conditions for success of such a non-traditional distribution approach. In the silk sector, ITC provided assistance in Cambodia through the Cambodian Craft Cooperation. The silk hand-weaver community of Tanorn village was trained in product adaptation (use of azo-free dyes, design and creativity), costing and pricing. Market surveys were undertaken in four countries. Preparations were started for expanding this pilot experience to other silk-weaving communities. Another project was launched with the Cambodian Silk Forum, a private sector association representing more than 400 silk producers.

... the leather sector ...

73. ITC organized the fourth Meet in Africa, the single largest exhibition and meeting in the leather sector in the African continent, in Addis Ababa. It was attended by 270 exhibitors from 20 countries and visited by 2,200 professionals from all continents. Business worth over US\$ 24 million was influenced during the trade fair, of which approximately 25% was among developing countries themselves. The African Federation of Leather and Allied Industries (AFLAI), created with the help of ITC in 2000, held its General Assembly during the meeting. AFLAI reconstituted its leadership team and will take the reins in organizing future Meet in Africa events, starting from 2006 in Cairo. Meet in Africa represents a telling example of a long-term capacity building project.

'Meet in Africa: business bonanza for local tanners'
<p>'Local tanners made over 40 million birr (US\$ 4.62 million) in sales from their display at the fair ... an estimated number of over 50 containers were already sold by these companies.' ...</p> <p>'Hafde Plc ... entered a deal with an American buyer for two containers of pickled and wet blue ... Hafde, which exports an average of 8 million birr of hides and skins a year, has managed to get a deal to supply a total of seven containers for 5 million birr, according to Hussein Feyissa, marketing and technical manager.' — <i>Extracts from FORTUNE (Ethiopian economic newspaper), 10 October 2004</i></p>
'Meet in Africa hits the marks in Ethiopia'
<p>'A real success...The latest event [Meet in Africa] ...really hits the marks, attracting a great many manufacturers and dealers interested in developing leather production and trade on the African continent.' — <i>ARS Sutoria (international</i></p>

... and the services sector.

74. ITC expanded its primary focus of promoting trade in services to respond to specific client needs such as the development of services coalitions. A new partnership was initiated with the World Association for Small and Medium Enterprises (WASME) and another with OECD and its Stability Pact for South Eastern Europe. ServiceExportNet, created in 2003, continued to expand its membership, with 16 countries participating in 2004. Awareness continues to be the key driver to stimulation of increased trade in services.

Services receive new boost in Ghana

In Ghana, up until 2001, very little was known about services sector export potential, and trade-related initiatives were largely geared to product sectors. However, a combination of the country's participation in a services session at the Executive Forum and the launching by ITC of a TRTA programme in five sub-Saharan countries (including Ghana), has yielded results. Ghana's ServiceExportNet member reports that, by 2004, ongoing export training was being delivered by services industry associations; more companies were exporting services; and an inter-industry steering committee had been appointed, and was working to establish an umbrella services coalition by March 2005. Services are now also included in Ghana's medium-term Export Development Strategy. According to one key stakeholder, the Ghana Export Promotion Council, awareness-building was the catalyst to this export growth.

A new strategy template for the tourism sector was launched ...

75. ITC confirmed its intention to become a significant provider of technical support in tourism-related strategy design and implementation, including the strengthening of tourism-based value-added clusters. The foundation of this new response was a tourism sector strategy template which was supported by the World Tourism Organization and introduced at the World Travel Market in London. Field-testing was initiated in Ecuador and Saint Lucia.

... and in-house capabilities for strategy support were reinforced.

76. During the year, ITC also took steps to reinforce its in-house capabilities to provide strategy support to the business and professional services sector. In partnership with public and private sector organizations in Mauritius, an initiative was launched to prepare

a comprehensive services sector strategy for the country. The process used, and the contents of the strategy, will eventually provide the basis for a generic 'design-it-yourself' model for use by other countries.

Concrete results were achieved in horticulture and spices sector development

...

77. Sector-specific assistance was provided through projects in the areas of coffee, spices, aloe ferox, horticulture, textiles and clothing, leather, and silk handicraft. Under the Programme for building African Capacity for Trade (PACT) in Ghana, assistance to the horticulture sector resulted in an impressive increase in exports of horticultural products to Europe of an estimated 10 million euros in 2004, thereby securing jobs and income for more than 600 small-scale farmers and producers' associations employing about 30,000 workers. A pilot project in Shaanxi Province in China to develop an export-oriented apple industry is bearing fruit. Yield increased by 30% and the quality ratio virtually doubled in participating villages compared to the previous year. Assistance was provided to 10,000 farmers cultivating ginger in Sierra Leone to re-enter the world market as a reliable and quality supplier of ginger. Leading spice importers have already expressed keen interest in supporting this project by providing equipment. The first export shipments of ginger are planned for February 2005. In South Africa, a project was initiated to integrate the productive capacity of some 40 aloe tappers into an existing export supply chain of aloe ferox based cosmetics, health food and food supplement products under EPRP.

... and projects to address supply-side constraints were launched.

78. Other projects to strengthen supply-side responses of developing countries, particularly LDCs, that were initiated or under way included wine, organic products, Brazil nuts, textiles and clothing, leather, beans, quinoa and jewellery (Bolivia), mangoes (Haiti) and mushrooms (Lesotho). Further projects due to begin in early 2005 include leather (Bangladesh), horticulture (Bangladesh and the United Republic of Tanzania), essential oils (Burundi), and handicrafts and cultural industry products (Lao People's Democratic Republic, Lesotho, the United Republic of Tanzania and Viet Nam).

GOAL 5: BUILDING ENTERPRISE COMPETITIVENESS

Initiatives to foster social inclusion of SMEs were implemented ...

79. In Cameroon, at the request of the Ministry of Women's Affairs, women entrepreneurs from over 80 different micro-enterprises acquired skills on how to better manage their enterprises and benefit from new information technologies using materials from the E-Trade Bridge. As a result, a new association, the Centre for International Business, was established to deliver training and counselling services to other SME managers in French-speaking Africa. Under PACT, a regional programme was launched to build export management skills of women entrepreneurs in Africa using a new set of training materials adapted to the specific needs of women.

80. EPRP projects were underway in Bolivia, Brazil, Cambodia, El Salvador, Ethiopia, Kenya, Mongolia, South Africa and Viet Nam, improving the lives of several thousand families through entrepreneurial action. Additional pilot projects will be launched in Djibouti, Guinea and Senegal in early 2005 under the Integrated Framework (IF).

Pro-poor, pro-trade

In line with the United Nations Millennium Development Goals, poverty reduction constitutes a cross-cutting theme within all of ITC's technical cooperation activities. The Export-led Poverty Reduction Programme (EPRP) addresses the growing need to harness the economic potential of the poor through exports. By doing so, this ITC programme constitutes an effective leverage point to attract the international financial resources required for trade-related technical assistance aimed at reducing poverty.

EPRP methodology relies on matching prospective goods and services produced by poor communities through operational partnerships with local buyers and exporters. Following a value chain analysis, EPRP is able to offer consultancy and training specifically geared towards the needs of disadvantaged producer groups. As part of a comprehensive approach to poverty reduction, the programme also builds the capacity of local institutions to support these producer groups in a sustainable way.

... and SME knowledge of key export sectors improved.

81. In 2004, over 1,300 SMEs participated in 18 training workshops targeted at services sector firms. Encouraged by the growth in tourism and related services, many of ITC's partners wished to learn more about the

possibilities for exporting other services, including construction, business, financial and ICT-related services. Research indicates that over one-third of the companies that took part did not realize that they were already 'exporting' to foreign buyers in their home markets. Participants reported that the greatest impact of the training was improved marketing skills, a key asset necessary to sell intangibles.

82. In South Africa, under the national PACT programme, ITC provided action-based training on supply chain management to a group of SMEs in the cosmetics sector. This training, involving local service providers and national experts, covered key issues such as resource planning, materials flow analysis, supplier management, inventory management and logistics. At the end of the training, each enterprise production facility was audited. Individual action plans were established and immediately implemented in preparation for a trade mission to Canada in 2005. In Burkina Faso, and as a follow-up to the export strategy that had been developed for the oilseeds sector, ITC provided SMEs and small producers with training on quality management and export packaging as a key feature in improving their exports of oilseeds.

Agribusiness received a boost in the Republic of Moldova ...

83. An ITC pilot project helped the wine sector in the Republic of Moldova to reorganize its supply chain. This involved analysing the purchasing and supply chain processes of the enterprise (i.e. the materials, information and documentation flows), introducing key performance indicators where necessary, and putting standard operating procedures into place. The pilot project enabled the Moldovan purchasing and supply association to replicate this exercise on behalf of other Moldovan SMEs requesting support.

... and enterprise competitiveness was improved.

84. Enterprise management development programmes integrating management, export and e-trade competence to improve enterprise competitiveness were launched in Albania, Central America, Jordan, Macedonia, the Philippines, Turkey and the United Republic of Tanzania. ITC-accredited trade advisers conducted enterprise audits on these competency areas. Audit results were used to design training and counselling interventions.

85. ITC developed a learning-by-doing training approach in supply chain management based on the '6 Sigma' process improvement method. The methodology and materials were tested together with an ITC partner institution

in Slovakia for a small group of Czech and Slovak manufacturing SMEs. Half of those who took part immediately began improvement projects in their enterprises focusing on on-time delivery and quality, supplier performance, and reducing the cost of inputs and transport services. Several TSIs using ITC's Modular Learning System reported positively on the impact of this training on improving enterprise supply chain management and operations.

Managing supplies of spare parts for tractors in Indonesia

Irman Adirahardja, parts marketing manager at a tractor manufacturing company in Indonesia, followed the MLS-IPSCM programme. Thanks to this training, the company changed to item grade selection based on the Supply Positioning Model, and focused on developing its supplier relationships. The result has been an improved process for selecting and working with suppliers. Supply lead-times have been reduced by 75% and substantial cost savings achieved. — *Elliot Simangunsong, Prasetya Mulya Business School, August 2004*

86. Horticulture enterprises in Kenya were coached on how to better prepare and present their offers to potential buyers in order to get the best possible results from participating in buyers-sellers meetings and trade missions in collaboration with ITC's South-South Trade Promotion programme. In Bolivia, over 50 enterprises received assistance resulting in substantial improvements in their international competitiveness in areas such as export packaging, quality systems, trade information management, product adaptation and market linkages.

SMEs integrated ICT solutions into their business processes ...

87. ITC launched the Enabling SMEs component under the E-Trade Bridge Programme. Ninety SME managers in El Salvador, the Philippines and the United Republic of Tanzania were trained and given counselling to help them apply ICT applications to their business processes. This enabled participating companies to prepare strategic plans on how they intend to make use of ICT. Successful companies will be selected for further support. ITC and the Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI) jointly hosted a roadshow seminar on 'How SMEs Can Get Into E-Trading' in Bangladesh, Nepal and Sri Lanka. As a consequence, an SME desk was established in the Ceylon Chamber of Commerce.

SMEs speak out on e-trade: Strategy, management, and 'e'

'Generally I have been quite impressed by not only the workshop proceedings, but also the CIBDS-ITC partnership in general. Therefore the programmes on strategy planning and e-enabling SMEs should be enhanced as they are making a valuable contribution towards economic empowerment to we Tanzanians.' — *Charles Kaliwa Bupamba, General Manager, Chakula Trading Agency, United Republic of Tanzania*

'The Business Management System (BMS) is a breakthrough for Filipino entrepreneurship. A universal model with simplified methodology wherein our SME managers/owners will be challenged to do business like the CEOs of multinational companies.' — *Myrna M. Sunico, Owner/General Manager, Myriad Import-Export, Incorporated, Philippines*

... and national e-business champions were identified.

88. To promote the use of ICTs to improve competitiveness, ITC continued to collect, develop and disseminate best practice cases. An ITC Infobase was established to collect and share information on best practice e-business, national policy initiatives and company e-business models for export development. Contributions have been received from Argentina, Bangladesh, Brazil, Ecuador, India, Nepal and Sri Lanka. Under ITC's E-Trade Bridge programme, best practice cases were developed and disseminated in various international forums including e-trade activities of UNCTAD and the WSIS process.

New publications, training and advisory services were delivered through ITC's partners ...

89. ITC training materials based on the BMS were revised in response to demand from the field, and customized versions of its software-based enterprise assessment tools were developed. ITC's partners in Bolivia continued to provide management assistance to SMEs in selected sectors. Fourteen new programmes based upon the BMS are now being developed by the ITC-trained experts affiliated with the Private University of Bolivia.

90. A web portal under the E-Trade Bridge programme gave support to national, regional and international networks on e-competency development. A second portal linking ITC's regional hubs in El Salvador, the Philippines, the United Republic of Tanzania and Turkey was upgraded to promote best practice in capacity building for enterprise competitiveness. ITC's training efforts under the E-Trade Bridge programme have begun to yield concrete and sustainable results.

E-Trade Bridge network members show operational and financial gains indicating sustainability

- E-Trade Bridge hub COMPITE in El Salvador was hired by Unilever for the training of its regional managers.
- E-Trade Bridge trainee Gordian Kankiko in the United Republic of Tanzania obtained a contract with Barclays Bank to train the bank's SME clients in that country.
- E-Trade Bridge's Winning With the Web winner Lorena marketed cakes for social occasions to the Salvadorian diaspora in the United States, printing the pictures they send over the Internet on edible paper with edible ink.
- E-Trade Bridge hub COMPITE became the executive secretariat for the network of Meso-American universities and the regional publication *Microenfoque*, using both opportunities to market training programmes;
- E-Trade Bridge master trainer Anji Resurrection developed and delivered a training programme to members of the Rural Bankers Association of the Philippines (RBAP) on management-export and e-readiness of SMEs

... and directly to SMEs ...

91. In Thailand, in association with the International Institute for Trade and Development, ITC trained representatives of SME support organizations and SME managers on enhancing the export capacity of Thai SMEs. ITC contributed to the 'India Global Summit on SMEs – Emerging Challenges and Opportunities' in New Delhi and the Gulf Enterprise Meeting in Oman on 'Building International Competitiveness: Addressing Resource and Competency Needs of Enterprises in Practice'.

... while some training programmes became self-sustainable.

92. In Jordan, 30 trade advisers financed their own participation in the first phase of a national Certified Trade Adviser Programme hosted by the Jordan Exporters Association, together with USAID and the Jordan–United States Business Partnership. Trainees produced strategic plans for 30 enterprises and are developing training programmes for SME managers on management, exporting and ICT-related topics for enterprises.

93. Twenty-nine delegates from fifteen countries came to Geneva at their own expense

under a joint initiative between ITC and WASME. This one-week course helped them update their professional knowledge and skills to deliver trade-related technical assistance to SMEs.

SME competitiveness improvement often calls for an integrated approach ...

94. In the former Soviet Republics of Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, where operating in a market economy is a recent phenomenon, ITC is making steady progress in supporting competitiveness at enterprise level while at the same time supporting measures to improve the business environment. Such an integrated approach is often indispensable to ensure the sustainable impact of ITC's assistance in the long-term.

An integrated approach to enhancing SME competitiveness: Central Asia

- Thanks to the long-term commitment of a major donor, ITC is implementing trade-development programmes in four Central Asian countries that pursue ITC's five goals simultaneously, for maximum impact. Trade problems exist at the enterprise level, at the business services organization level, and in the business environment, and they have to be addressed at all three levels, to achieve sustainable trade competitiveness. Assistance is designed around the needs of companies in the fruit and vegetable-processing sector, a sector with export opportunities and of direct importance to the rural poor. Achievements include:
- Companies benefiting from individualized coaching to overcome competitiveness gaps and export marketing weaknesses, under cost-sharing agreements.
- Strengthening of key trade support services based on specific enterprise needs. Examples are ITC's assistance in the establishment of a TPO in Tajikistan; technical advice to testing laboratories in Kazakhstan and Kyrgyzstan; and 'on-the-job training', e.g. in HACCP, for local consultancy firms. In Kazakhstan and Uzbekistan, ITC has provided technical advice on revising technical regulations to comply with WTO obligations.
- Enhancing public–private sector dialogue to discuss trade obstacles to the business environment, and to agree on trade development strategies and action plans. In Kyrgyzstan, the first draft of a National trade strategy was completed.

THE MANAGEMENT PERSPECTIVE

Management issues

2004 delivery ...

95. Total delivery reached US\$ 21.1 million, an increase of 5% over 2003. Increase in delivery from trust fund contributions alone amounted to 10.7%. The lower rate of increase in delivery in 2004 compared to the immediately preceding years was influenced by a number of variables, including delays beyond ITC's control. Delays in negotiations with an important new partner resulted in projects being launched in the last quarter of the year; delays occurred in signing and approving of project documents by beneficiary and donor countries; delays in the allocation of UNDP-administered funds under the IF prevented the launch of activities in various LDCs; and changes required by bilateral donors resulted in delays in approval of project.

... and the five year perspective.

96. Over the period 2000–2004, total delivery increased by 82% from US\$ 11.6 million to US\$ 21.1 million, with the portion representing trust funds growing from US\$ 10.2 million to US\$ 20.6 million. UNDP funding, however, went down from US\$ 1.4 million to US\$ 0.5 million over the same period. Looking beyond the numbers, it is appropriate to recall that ITC clients are by definition small entities and require projects in line with their absorptive capacity. Moreover, ITC basically delivers advisory services and, in contrast to other technical assistance programmes where physical infrastructure, consumable goods or direct financial assistance may absorb a high amount of resources requiring a limited number of processes, ITC's work consists of a very high number of short-term low unit cost actions. Nevertheless, the increase in delivery of 82% over the period was possible because of consistent and targeted efforts by all staff, cost-effective utilization of funds, and increased reliance on ICT both internally and externally resulting in low-cost, high-impact delivery of trade assistance products to the largest possible number of beneficiaries.

New strategic alliances were established and old ones strengthened ...

97. Existing partnerships with beneficiaries and donors were reinforced and new ones established. A new and strong alliance was created with the European Community to set up a joint Asia Trust Fund to benefit 19 countries, launch country projects in Pakistan and Sri Lanka, and a multi-country project in the services sector. A new partnership for creative industries was created with WIPO and UNCTAD. ITC collaborated with the African Development Bank in the context of SME

competitiveness and explored collaboration with the Asian Development Bank. The long-existing partnership with CBI of the Netherlands was given new orientation and impetus which should result in better joint ITC–CBI services to beneficiaries starting in 2005. Collaboration with the Trade Facilitation Office Canada (TFOC), ITC's partner agency in the execution of the PACT programme, was further intensified through joint delivery of integrated technical assistance services in Ghana, Senegal, South Africa and the United Republic of Tanzania.

... including alliances with the private sector and NGOs, ...

98. A new alliance was forged with Hewlett Packard and the International Association of Students in Economics and Commerce (AIESEC) to welcome the first (African) Fellow under the ITC/AIESEC Fellowship in International Trade. ITC joined the Board of Directors of the Alliance for Coffee Excellence which spearheads the Cup of Excellence programme and explored partnerships with UBS and social entrepreneurs through its participation in the Visionaris Award for Social Entrepreneurship in Mexico. More than 170 partnership agreements were entered into with national organizations to finance joint activities contributing, in a very pragmatic way, to capacity building in beneficiary countries.

... as well as collaboration with ITC's parent bodies

99. ITC collaborated intensely with UNCTAD on the occasion of UNCTAD XI in São Paulo, Brazil, and with WTO in the framework of its Trade Policy and Geneva Week courses where it was entrusted with special sessions. Both WTO and UNCTAD participated, at high level, at ITC's Business for Development workshops in the field to explain WTO rules to the business community and to promote business advocacy in the context of MTS. Several other joint projects involved strong collaboration with one or both parent bodies: JITAP, IF, the BioTrade Facilitation project, Investment Maps and Market Access maps, to name a few.

Work efficiency was improved through innovative IT solutions ...

100. Efforts continued to streamline work processes and update existing information and management databases to provide both managers and staff with easily accessible, comprehensive on-line information in a timely manner. For example, the inspection report of the United Nations Office for Internal Oversight

Services (OIOS) on ITC issued in August 2004⁹ positively evaluated the Projects' Portal and suggested that it be used as a best practice in the United Nations. The same report contained a positive appreciation of the Intranet as a source of knowledge sharing. New user-friendly manuals were introduced on-line and access to information regarding United Nations and ITC procedures and rules was facilitated. In view of ITC's ever-increasing reliance on its website for the delivery of its programmes, the implementation of a content management tool was launched to facilitate both the maintenance of existing web pages and the development of new ones. A new, more user-friendly version of the e-shop with a search facility was launched in three languages.

... and by focusing on performance management

101. ITC prepared for the launch, in January 2005, of a series of performance management workshops for all staff and managers in collaboration with the United Nations System Staff College, an important step towards the introduction of results-based management. Work was initiated on enhancing the existing Annual Operations Plan to ensure optimal use of staff resources and better staff performance management. ITC followed developments within the United Nations system regarding introduction of mechanisms to reward high performance and sanction poor performance, such as broad-banding and 'pay for performance'.

⁹ A/59/229.

... and progress was made on inter-divisional cooperation.

102. While inter-divisional cooperation is not yet optimal, tangible progress was made on several fronts including needs assessment and programming missions to Bhutan, Mauritius and Peru, the creation of an inter-divisional project committee for the Asia Trust Fund, intense inter-divisional collaboration under the PACT programme in Africa, regional programmes in Central Asia and Indochina, and projects in Bangladesh and Romania. Selected initiatives on textiles and clothing involving several sections were also developed.

Human resources development remained a primary concern.

103. New Human Resources (HR) policies, based on the HR reform of the United Nations, were developed for implementation in the course of 2005 and beyond. A number of new training courses geared towards providing staff members at all levels with better tools for performing their jobs were offered to the staff. Seventeen lunchtime learning presentations took place attracting over 600 participants. Information and training sessions were revitalized. Continued efforts were made to recruit consultants from developing and transition countries. They now account for 54.5% of the total number of ITC consultants.

Trade development advocacy took a step forward.

104. ITC's corporate outreach emphasized trade development advocacy, providing stakeholders with analysis and best practices in using trade for development. ITC used its 40th anniversary to raise the profile of trade development; demonstrate its impact; and recognize staff, donors and partners who made trade work for development. Two anniversary publications, outlining 10 trade development challenges and 23 TRTA success stories, helped trade development advocacy take a step forward.

Portraits of Trade Development
Collections of successful cases of trade-related technical assistance are few and far between. ITC's book <i>Portraits of Trade Development</i> is built on a year-long research process within ITC and its partner organizations. ITC positioned the TRTA 'lessons learned' within a broader context of current events and development trends, and aimed for an accessible style. The book demonstrates how small but strategic, targeted initiatives can make a real impact in reducing the gap between rich and poor.

105. ITC's advocacy efforts are of interest; e-mail registrations for its online magazine grew 67% during the year. International media also covered ITC more than ever before. Visual branding for the 40th anniversary underlined ITC's experience and enhanced its visibility as a credible TRTA provider.

Work continued on enhancing results based management ...

106. In view of ITC's strong commitment to RBM, and in line with OIOS recommendations to better integrate RBM practices and processes within ITC, a number of important measures were initiated. In addition to the performance management programme for staff:

- Project cycle management was enhanced with a view to developing RBM culture among staff.
- Focal points were appointed in each section to help capture concrete information on accomplishments at field level.
- A study of staff learning needs was conducted and linked to ways to improve their performance.
- Work started on the development of an ICT strategy recommended by the Board of Auditors.
- Renewed efforts were made to better adapt workflows and IMIS procedures to the operational needs of ITC.

... while OIOS inspectors acknowledged the work of ITC.

107. ITC was subjected to several external audit, evaluation and inspection initiatives in 2004: the annual financial audit and horizontal reviews conducted by the Board of Auditors and Internal Audit, a comprehensive inspection by the Office of Internal Oversight Services (OIOS) initiated in 2003, and a massive Joint Evaluation sponsored by five donors. While ITC recognizes that these exercises are necessary to ensure proper use of taxpayers' money and are beneficial, to the extent that they result in concrete and useful recommendations, the time involved in servicing them must also be borne in mind. Staff time devoted to these activities is time diverted from the delivery of technical assistance to beneficiaries. In 2004, ITC attended over 120 meetings requested by evaluators and auditors. Substantial additional time was required, particularly by senior management, to prepare for and follow up on requests for information made at these meetings – a heavy toll on an organization counting only 77 professional positions.

108. Notwithstanding the above, ITC is thankful to both the Board of Auditors and OIOS for their contributions to improving the efficiency of the organization. The OIOS Report of August 2004 also stated its solid support for ITC efforts and referred to some ITC work as best practice to be emulated by the United Nations system.

**Extract from the summary
of the OIOS Inspection Report**

'The inspection highlighted good practices such as the Global Trust Fund, the Projects Portal and the Senior Management Committee as well as the extensive and effective use of information technology. ITC has built results-based elements into its planning and monitoring systems, though a need remains for their streamlining and greater integration. OIOS has ascertained that ITC's products and services in the areas of product and market development, trade support services, information and promotion were meeting the needs of clients and were considered of high quality.'

109. As for the Joint Evaluation started in January 2004, the draft final report was not available as of year-end.

ITC remained committed to the Millennium Development Goals and other global programmes.

110. Goals 1 and 8 of the Millennium Development Goals (MDGs), namely poverty reduction and developing a global partnership for development respectively, remained an overarching objective of ITC's work during the year. The Export-led Poverty Reduction Programme and many others presented throughout this report, particularly under corporate goal 4, demonstrate ITC's commitment to the MDGs. ITC also contributed to moving the Doha Development Agenda forward as reported under corporate goal 1 and elsewhere. ITC remained committed to the implementation of the Programme of Action for LDCs 2001-2010, with LDCs accounting for 33% of all project expenditures.

Challenges ahead

A sharper focus on ITC's niches, ...

111. ITC needs to continue to build its reputation as a respected TRTA provider, staffed with highly skilled professionals offering practical solutions to SME exporters in developing countries and transition economies. Its strategic thrust for growth in stature and impact has to remain limited to expansion in areas of work in which it has unique comparative advantages as compared to other TRTA providers and phasing out of activities

where it does not. Together with TSI partner networks, ITC has to continue to strive to find cost-effective ways for fully occupying the niches where it can best perform.

... managed growth, ...

112. Delivery having grown annually by 20% over the period 2001-2003 and by 5% in 2004, ITC will aim at growth in delivery of 10% in 2005. It will put additional emphasis on the quality of delivery and documenting impact, where it can be measured. Increased delivery will be achieved through further rationalization of staff resources, increased administrative efficiencies, and broader application of RBM and related processes.

... finding an optimal mix of TA products and delivery modes ...

113. While ITC will maintain its effective three-track approach to delivering TRTA, it will increase the use of ICT wherever appropriate and useful. ITC's biggest challenge will be to ensure that client countries benefit from an ideal mix of tools, services and programmes, tailor-made to their specific needs and circumstances, at the lowest possible costs, and to assure sustainability of its actions in the long term. National capacity building will continue to play a key role in this regard.

... refining and bundling of tools and services, ...

114. ITC's active programme of applied research in trade development will facilitate the refinement and bundling of existing tools and services. Sustained efforts will be made to better integrate ITC tools into larger programmes such as PACT and those financed by the European Community and CBI. ITC will ensure a continuous two-way communication flow between client countries and its technical divisions with a view to refining and disseminating practical knowledge-based tools. Lessons learned from ITC projects will be utilized to refine its tools and services and improve project cycle management.

... and managing the transition and change process.

115. ITC fully recognizes the need to ensure a continued and constructive change process at all levels, including senior management level. The full senior management team is due to retire over the coming 22 months, and the Executive Director will emphasize with parent bodies the importance of replacing them in a timely manner. An effective succession plan must be put in place to allow for their timely replacement by a team of seasoned managers

with complementary experience and expertise.
In cases involving action by parent bodies, call
for candidacies must be issued early enough to

avoid a gap between departure and arrival time
of managers.

Annex

ITC TECHNICAL COOPERATION ACTIVITIES AND PROJECTS IN 2004, BY COUNTRY AND DELIVERY TRACK

The following table is an inventory of technical cooperation activities and projects carried out, or operational, in 2004. It includes: (i) ongoing national and multi-country projects; (ii) needs assessment and programme design exercises; (iii) advisory services; (iv) capacity-building workshops and seminars; (v) ITC publications and tools adapted to national and regional contexts; (vi) networking and promotional events.

For the delivery of its technical assistance, ITC applies a three-track approach:

Track 1 enables ITC to achieve *global coverage* through the provision of field-level support, based on: (i) an active publications and information dissemination programme; (ii) direct collaboration through the *product-network approach*; and (iii) the provision of highly targeted inputs under GTF Window II programmes (South-South Trade Promotion, World Tr@de Net, Export-led Poverty Reduction and E-Trade Bridge). Activities listed under this track include both in-country events and the participation of country representatives in workshops and conferences elsewhere. Track 1 activities carried out as technical components of multi-activity national and regional projects (tracks 2 and 3) are not listed separately.

Track 2 involves the delivery of medium-intensity field-level support under multi-agency, multi-purpose, multi-country projects (Integrated Framework, JITAP, Med 2000, Bio-Trade Facilitation Programme).

Track 3 provides high-intensity field-level support, normally tailor-made to the requirements of a specific country or region.

More detailed information can be found in the main body of the Annual Report, and in Add.1 Summary Review of Technical Cooperation Projects operational in 2004.

	Country	Track 1	Track 2	Track 3
1	Albania	Business for Development World Tr@de Net		Market analysis tools and training
2	Algeria	Business for Development Commercial Arbitration Conference South-South Trade Promotion		Trade finance project Trade information project
3	Angola*	Business for Development South-South Trade Promotion		Institutional strengthening for Central African States project
4	Argentina	Business for Development E-Business Forum ITC/WASME Workshop Market Analysis Tools and Training South-South Trade Promotion World Tr@de Net		
5	Armenia	World Tr@de Net		Trade finance pointers
6	Azerbaijan			ECO expanding intraregional trade project Needs assessment on food processing and garment sectors mission

	Country	Track 1	Track 2	Track 3
7	Bahrain	Commercial Arbitration Conference ITC/WASME Workshop South-South Trade Promotion		
* LDCs 8	Bangladesh*	Business for Development Commercial Arbitration Conference Development of a Jute Sector Road map E-Trade Bridge E-Trading for SMEs Executive Forum MLS-IPSCM Network South-South Trade Promotion Trade Finance Trade Secrets World Tr@de Net		Integrated multilateral trading system (pre-Cancún) project Leather export development project Market analysis tools and training Market intelligence follow-up project Supply chain management project
9	Barbados	E-Trade Bridge Support for Fuller Participation in GATS		
10	Belarus	Business for Development Executive Forum World Tr@de Net		
11	Belize	Business for Development Executive Forum South-South Trade Promotion		
12	Benin*	Business for Development Market Analysis Tools and Training Regional Workshop on Cotton South-South Trade Promotion	IF JITAP	
13	Bhutan*	Business for Development FiT Clothing Benchmarking World Tr@de Net		Formulation of integrated TRTA project
14	Bolivia	Business for Development E-Business Forum E-Finance E-Trade Bridge MLS-IPSCM Network South-South Trade Promotion	Bio Trade Facilitation Programme	Copacabana community-based tourism project Integrated export development project Market intelligence follow-up project Supply chain management project

	Country	Track 1	Track 2	Track 3
15	Botswana	Business for Development Expert Meeting of Service Sector Representatives ServiceExportNet South-South Trade Promotion	JITAP	Services sector capacity building and export promotion project Tourism export strategy
16	Bosnia and Herzegovina	World Tr@de Net		
17	Brazil	Business for Development E-Business Forum E-Clothing E-Finance Quality and Standards South-South Trade Promotion Trade Finance Trade Secrets UNCTAD XI Building Business Competitiveness World Tr@de Net		Bahia community-based tourism project BrazilTradeNet market analysis support and training project
18	Bulgaria	Business for Development ServiceExportNet World Tr@de Net		
19	Burkina Faso*	Business for Development Commercial Arbitration Conference Market Analysis Tools and Training South-South Trade Promotion	IF JITAP	
20	Burundi*	South-South Trade Promotion	IF	Export development of spices and essential oils project Institutional strengthening for Central African States project
21	Cambodia*	Business for Development E-Trade Bridge Executive Forum MLS-IPSCM Network South-South Trade Promotion World Tr@de Net	IF	Export development of pepper, cashew and agro based products project Integrated export development project Silk products project Supply chain management project
22	Cameroon	Business for Development E-Opportunity and BMS Training E-Trade Bridge Export Potential in Services ServiceExportNet South-South Trade Promotion	JITAP	Enhance prospects for women entrepreneurs project Institutional strengthening for Central African States project

	Country	Track 1	Track 2	Track 3
23	Cape Verde*	Market Analysis Tools and Training		
24	Central African Republic*	Business for Development South-South Trade Promotion		Institutional strengthening for Central African States project
25	Chad*	Business for Development Market Analysis Tools and Training South-South Trade Promotion	IF	Institutional strengthening for Central African States project
26	Chile	Business for Development E-Business Forum South-South Trade Promotion		
27	China	Business for Development E-Trade Bridge Executive Forum ITC/WASME Workshop MLS-IPSCM Network Quality and Standards Secrets of E-Commerce South-South Trade Promotion Textile and Clothing Sector Development Trade Secrets Automotive Components		Development of China's capacity in IPSCM project Fresh apple industry in Shaanxi Province project Market analysis tools and training
28	Colombia	Business for Development Capacity Building on the Export of Services E-Business Forum MLS-IPSCM Network South-South Trade Promotion	Bio Trade Facilitation Programme	Integrated export packaging information kit project Market analysis tools and training Supply chain management project
29	Congo	Business for Development South-South Trade Promotion		Institutional strengthening for Central African States project
30	Congo D.R*	Business for Development South-South Trade Promotion		Institutional strengthening for Central African States project
31	Costa Rica	Business for Development Trade Bridge World Tr@de Net		
32	Côte d'Ivoire	Business for Development Executive Forum Public Procurement Training South-South Trade Promotion	JITAP	
33	Croatia	Business for Development ServiceExportNet		Market analysis tools and training

	Country	Track 1	Track 2	Track 3
34	Cyprus	ServiceExportNet		
35	Cuba	Business for Development PACKit Exporting Country Profile Trade Finance Trade Secrets World Tr@de Net		Export development of information technology services project Market analysis tools and training
36	Czech Republic			Supply chain excellence for SMEs
37	Djibouti*	Commercial Arbitration Conference	IF	Strengthening of trade support institutions project
38	Dominican Republic	Business for Development Executive Forum World Tr@de Net		Market analysis tools and training
39	Ecuador	Business for Development E-Business Forum E-Trade Bridge Executive Forum South-South Trade Promotion	Bio Trade Facilitation Programme	Market analysis tools and training Tourism export strategy
40	Equatorial Guinea*			Institutional strengthening for Central African States project
41	Egypt	Business for Development Commercial Arbitration Conference MLS-IPSCM Network ITC/WASME Workshop Regional Workshop on Business Implications for the Private Sector in Africa South-South Trade Promotion World Tr@de Net		Market analysis tools and training Market intelligence follow-up project
42	El Salvador	Business for Development E-Trade Bridge Executive Forum Export Capacity Building: Service Providers with Disabilities FiT Clothing Benchmarking South-South Trade Promotion Textile and Clothing Sector Development World Tr@de Net	Bio Trade Facilitation Programme	Community based tourism project Enterprise development for foreign trade in Central America project Market analysis tools and training Monte Sión coffee project
43	Eritrea*	MLS-IPSCM Network	Med 2000	
44	Estonia	Business for Development World Tr@de Net		

	Country	Track 1	Track 2	Track 3
45	Ethiopia*	Commercial Arbitration Conference Pan-African Leather Trade Fair "Meet in Africa" South-South Trade Promotion	IF Med 2000	Quality assurance of spices project Coffee quality project Market intelligence follow-up project Trade development strategies project
46	Fiji	MLS-IPSCM Network		
47	Gambia*	Business for Development Executive Forum Market Analysis Tools and Training	IF	National export strategy project
48	Gabon	Business for Development		Institutional strengthening for Central African States project
49	Georgia	World Tr@de Net		Trade finance pointers
50	Ghana	Business for Development Executive Forum ITC/WASME Workshop ServiceExportNet South-South Trade Promotion	JITAP	Market analysis tools and training Market intelligence follow-up project PACT horticulture export development project
51	Guatemala	Business for Development Executive Forum Textile and Clothing Sector Development World Tr@de Net		Enterprise development for foreign trade in Central America project Market analysis tools and training
52	Guinea Bissau*	Business for Development		
53	Guinea*	Business for Development South-South Trade Promotion	IF	Development of agri-export project Formulation of institutional strengthening project Participation in MTS project
54	Guyana	World Tr@de Net		
55	Haiti*	Business for Development	IF	Mango export promotion project
56	Honduras	Business for Development E-Trade Bridge South-South Trade Promotion Textile and Clothing Sector Development World Tr@de Net		Enterprise development for foreign trade in Central America project
57	Hungary	Business for Development MLS-IPSCM Network		

	Country	Track 1	Track 2	Track 3
58	India	Business for Development Commercial Arbitration Conference E-Trade Bridge Global Summit on SMEs ITC/WASME Workshop Market Analysis Tools and Training MLS-IPSCM Network PACKit South-South Trade Promotion Textile and Clothing Sector Development Trade Secrets		Organic spices project Supply chain management project
59	Indonesia	Business for Development MLS-IPSCM Network South-South Trade Promotion Trade Secrets		Market analysis tools and training Supply chain management project
60	Iran (Islamic Republic of)	South-South Trade Promotion		
61	Iraq	South-South Trade Promotion		
62	Jamaica	Business for Development Conference Executive Forum Support for Fuller Participation in GATS UNCTAD XI Building Business Competitiveness World Tr@de Net		Market analysis tools and training
63	Jordan	Business for Development Executive Forum Export Potential in Services ITC/WASME Workshop PACKit Export Profile South-South Trade Promotion Support for Fuller Participation in GATS World Tr@de Net		Creation of a national network of SME trade advisers project Integrated export packaging information kit project
64	Kazakhstan	Business for Development Executive Forum World Tr@de Net		Central Asia at crossroads of foreign trade opportunity and challenges report ECO expanding intraregional trade project Integrated export development project Trade finance pointers

	Country	Track 1	Track 2	Track 3
65	Kenya	Business for Development E-Trade Bridge Executive Forum Expert Meeting of Service Sector Representatives Export Development of Organic Products ITC/WASME Workshop MLS-IPSCM Network PACKit Quality and Standards ServiceExportNet South-South Trade Promotion Trade Finance	JITAP	Linking small and micro-enterprises to export markets project Market analysis tools and training Market intelligence follow-up project Perfect Match project Regional services sector industry associations project SHAPE coffee sector strategy
66	Kuwait	South-South Trade Promotion		
67	Kyrgyzstan	Business for Development Executive Forum World Tr@de Net		Central Asia at crossroads of foreign trade opportunity and challenges report ECO expanding intraregional trade project Integrated export development project Market analysis tools and training Trade finance pointers
68	Lao People's Democratic Republic*	MLS-IPSCM Network South-South Trade Promotion Trade Secrets	IF	Integrated export development project Supply chain management project
69	Latvia	Business for Development World Tr@de Net		Market analysis tools and training
70	Lebanon	Commercial Arbitration Conference Executive Forum South-South Trade Promotion		Market analysis tools and training
71	Lesotho*	Business for Development Regional African Workshop on the Implications of the Ending of the ATC South-South Trade Promotion Trade in Services UNCTAD XI Building Business Competitiveness World Tr@de Net	IF	Export development of peaches and mushrooms project Services sector capacity building and export promotion project
72	Lithuania	Market Analysis Tools and Training World Tr@de Net		

	Country	Track 1	Track 2	Track 3
73	Madagascar*	South-South Trade Promotion	IF	Market analysis tools and training performance assessment in public procurement project
74	Malawi*	Business for Development Executive Forum Market Analysis Tools and Training South-South Trade Promotion World Tr@de Net	IF JITAP	Formulation of quality and standards management project Quality assurance of spices project National export strategy project Services sector capacity building and export promotion project
75	Malaysia	Business for Development MLS-IPSCM Network PACKit South-South Trade Promotion World Tr@de Net		Market analysis tools and training SME banking initiative Supply chain management project
76	Maldives*	FiT Clothing Benchmarking		
77	Mali*	Business for Development Executive Forum South-South Trade Promotion	IF JITAP	
78	Mauritania*	Business for Development Conference E-Trade Bridge	IF JITAP	Strengthening capacity of DPCE project Trade information project
79	Mauritius	Expert Meeting of Service Sector Representatives FiT Clothing Benchmarking Quality and Standards ServiceExportNet		Market analysis tools and training National export strategy for the services sector project
80	Mexico	Market Analysis Tools and Training MLS-IPSCM Network		
81	Republic of Moldova	Business for Development Commercial Arbitration Conference Trade in Services World Tr@de Net		Purchasing training project
82	Mongolia	Business for Development E-Trade Bridge Packaging World Tr@de Net		Export development for wool/textiles Market analysis tools and training Trade finance pointers

	Country	Track 1	Track 2	Track 3
83	Morocco	Business for Development Commercial Arbitration Conference Executive Forum Expert Meeting of Service Sector Representatives Export Potential in Services ITC/WASME Workshop ServiceExportNet South-South Trade Promotion		Market analysis tools and training performance assessment in public procurement project Strengthening capacity of CMPE project
84	Mozambique*	Business for Development Expert Meeting of Service Sector Representatives Market Analysis Tools and Training Services Export Strategy Development South-South Trade Promotion World Tr@de Net	IF JITAP	Timber export strategy project
85	Myanmar	South-South Trade Promotion		
86	Namibia	ServiceExportNet South-South Trade Promotion		Market analysis tools and training
87	Nepal	Business for Development E-Trading for SMEs FiT Clothing Benchmarking MLS-IPSCM Network Trade Finance World Tr@de Net		E-payment and e-money transfer mechanisms project Market analysis tools and training SHAPE sector strategy development for e-trade Supply chain management project
88	Nicaragua	Business for Development World Tr@de Net		Enterprise development for foreign trade in Central America project
89	Niger*	Business for Development South-South Trade Promotion		
90	Nigeria	Business for Development Executive Forum ITC/AISEC Fellowship programme ITC/WASME Workshop ServiceExportNet South-South Trade Promotion World Tr@de Net		Market analysis tools and training

	Country	Track 1	Track 2	Track 3
91	Occupied Palestinian Territories	Commercial Arbitration Conference Executive Forum South-South Trade Promotion		
92	Oman	Business for Development Regional Middle East Workshop on the Implications of the Ending of the ATC World Tr@de Net		Market analysis tools and training
93	Pakistan	Business for Development Executive Forum FiT Clothing Benchmarking MLS-IPSCM Network Trade Secrets World Tr@de Net		ECO expanding intraregional trade project Integrated TRTA project
94	Panama	Support for Fuller Participation in GATS		Market analysis tools and training
95	Paraguay	Business for Development E-Business Forum South-South Trade Promotion Support for Fuller Participation in GATS		Market analysis tools and training
96	Peru	Business for Development E-Business Forum Executive Forum MLS-IPSCM Network South-South Trade Promotion Support for Fuller Participation in GATS	Bio Trade Facilitation Programme	Needs assessment Peru/Ecuador transborder project Supply chain management project
97	Philippines	Business for Development E-Trade Bridge Executive Forum ITC/WASME Workshop MLS-IPSCM Network PACKit South-South Trade Promotion Trade Secrets World Tr@de Net		Market analysis tools and training Market intelligence follow-up project Supply chain management project
98	Qatar	Commercial Arbitration Conference South-South Trade Promotion		

	Country	Track 1	Track 2	Track 3
99	Romania	Business for Development Executive Forum ServiceExportNet World Tr@de Net		Development of sustainable exports project Market analysis tools and training Strengthening Romania's export capacity project
100	Russian Federation	Business for Development Executive Forum		Improving the export competitiveness of Russia's SMEs project
101	Rwanda*	Business for Development South-South Trade Promotion	IF	Institutional strengthening for Central African States project
102	Saint Lucia	Support for Fuller Participation in GATS		Executive Forum on national strategies Quality and standards Tourism export strategy
103	Saint Vincent and the Grenadines	Executive Forum		
104	Sao Tome and Principe*		IF	Institutional strengthening for Central African States project
105	Saudi Arabia	ITC/WASME Workshop South-South Trade Promotion		
106	Senegal*	E-Trade Bridge Export Training for SMEs Market Analysis Tools and Training South-South Trade Promotion Support for Fuller Participation in GATS World Tr@de Net	IF JITAP	Formulation of community based tourism project Formulation of institutional strengthening project PACT building SME competitiveness project
107	Serbia and Montenegro	Business for Development		Market analysis tools and training
108	Sierra Leone*	Market Analysis Tools and Training		Development of ginger exports project
109	Singapore	E-Business Applications for the Clothing Sector MLS-IPSCM Network South-South Trade Promotion Trade Secrets		Supply chain management project
110	Slovakia			Supply chain excellence for SMES
111	Slovenia	ITC/WASME Workshop UNCTAD XI Building Business Competitiveness		Market analysis tools, training and research

	Country	Track 1	Track 2	Track 3
112	South Africa	Automotive Components Business for Development Executive Forum Market Analysis Tools and Training MLS-IPSCM Network PACKit South-South Trade Promotion		Aloe ferox products project Market analysis tools and training PACT institutional strengthening project
113	Sri Lanka	Business for Development E-Trading for SMEs FiT Clothing Benchmarking MLS-IPSCM Network South-South Trade Promotion Trade Secrets World Tr@de Net		Market analysis tools and training Project formulation export development in garment and gems sectors SHAPE rubber/spices sector strategy development Supply chain management project
114	Sudan	South-South Trade Promotion		
115	Swaziland	Business for Development Executive Forum South-South Trade Promotion Trade in Services World Tr@de Net		National export strategy project Services sector capacity building and export promotion project
116	Syrian Arab Republic	South-South Trade Promotion		
117	Tajikistan	Business for Development MLS-IPSCM Network World Tr@de Net		Central Asia at crossroads of foreign trade opportunity and challenges report ECO expanding intraregional trade project Integrated export development project Trade finance pointers
118	Tanzania, United Republic of*	Business for Development E-Trade Bridge Executive Forum Market Analysis Tools and Training Quality and Standards ServiceExportNet South-South Trade Promotion Trade Finance	IF JITAP	Human resource programme materials Market analysis tools and training PACT horticulture and packaging project Preliminary diagnostic study on integration into MTS

	Country	Track 1	Track 2	Track 3
119	Thailand	Business for Development Enhancing the Export Capacity of SMEs Executive Forum MLS-IPSCM Network PACKit South-South Trade Promotion Trade Secrets World Tr@de Net		Market analysis tools and training Supply chain management project
120	Togo	Business for Development South-South Trade Promotion		
121	Trinidad and Tobago	Business for Development Executive Forum Support for Fuller Participation in GATS World Tr@de Net		
122	Tunisia	Business for Development Commercial Arbitration Conference E-Business Forum Executive Forum Expert Meeting of Service Sector Representatives Export Packaging of Food Products Export Potential in Services ServiceExportNet	JITAP	E-payment and e-money transfer mechanisms project MatchMaking training programme
123	Turkey	ITC/WASME Workshop Market Analysis Tools and Training		ECO expanding intra-regional trade project Export training and capacity building project
124	Uganda*	Business for Development Commercial Arbitration Conference E-Trade Bridge Expert Meeting of Service Sector Representatives MLS-IPSCM Network ServiceExportNet South-South Trade Promotion	Med 2000 IF JITAP	Market intelligence follow- up project National export strategy project Performance assessment in public procurement project Quality assurance of spices project Regional services sector industry associations project SHAPE sector strategy development
125	Ukraine	Business for Development World Tr@de Net		
126	United Arab Emirates	Commercial Arbitration Conference ITC/WASME Workshop South-South Trade Promotion		Integrated export development project Market analysis tools and training

	Country	Track 1	Track 2	Track 3
127	Uruguay	Business for Development E-Business Forum Executive Forum South-South Trade Promotion		Market analysis tools and training
128	Uzbekistan	Business for Development Executive Forum World Tr@de Net		Central Asia at crossroads of foreign trade opportunity and challenges report E-preparedness report ECO expanding intraregional trade project Integrated export development project Trade finance pointers
129	Venezuela	Business for Development E-Business Forum South-South Trade Promotion Support for Fuller Participation in GATS	Bio Trade Facilitation Programme	Foreign trade representation project Market analysis tools and training
130	Viet Nam	Business for Development Commercial Arbitration Conference Executive Forum MLS-IPSCM Network South-South Trade Promotion Textile Sourcing Workshop Trade Related Human Resource Development Trade Secrets World Tr@de Net		Integrated export development project Market analysis tools and training Project on community- based tourism Supply chain management project
131	Yemen*	Commercial Arbitration Conference	IF	
132	Zambia*	Business for Development Commercial Arbitration Conference Executive Forum Market Analysis Tools and Training ServiceExportNet South-South Trade Promotion World Tr@de Net	JITAP	National export strategy project Services sector capacity building and export promotion project
133	Zimbabwe	Business for Development MLS-IPSCM Network South-South Trade Promotion World Tr@de Net		Market analysis tools and training

ITC: Your Partner in Trade Development

The International Trade Centre (ITC) is the technical cooperation agency of the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO) for operational, enterprise-oriented aspects of trade development.

ITC supports developing and transition economies, and particularly their business sectors, in their efforts to realize their full potential for developing exports and improving import operations.

ITC works in six areas:

- ▶ Product and market development
- ▶ Development of trade support services
- ▶ Trade information
- ▶ Human resource development
- ▶ International purchasing and supply management
- ▶ Needs assessment, programme design for trade promotion



International Trade Centre
U N C T A D / W T O

ITC: Your partner in trade development

For more information:

Street address: ITC, 54–56, rue de Montbrillant, Geneva, Switzerland.

Postal address: ITC, Palais des Nations, 1211 Geneva 10, Switzerland.

Telephone: +41 22 730 0111 *fax:* +41 22 733 4439 *e-mail:* itcreg@intracen.org *Internet:* <http://www.intracen.org>