



International  
Trade  
Centre

TRADE IMPACT FOR GOOD

# Annual Report 2014





ITC is the only international agency fully dedicated to the development of small and medium-sized enterprises. Working with partners to strengthen the competitiveness of SME exporters, we help to build vibrant, sustainable export sectors that provide entrepreneurial opportunities, particularly for women, young people and poor communities.





# Trade impact for good

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# Foreword



For the International Trade Centre, 2014 was an important year. We celebrated our 50<sup>th</sup> anniversary, constantly adapting to help our clients thrive in a fast-changing global economic and policy context. We cemented our role as a one-stop shop for trade-related technical assistance for the private sector in developing countries.

After my first full calendar year at the helm of ITC, I can say with confidence that, together with our stakeholders, we are indeed doing more and doing it better.

In 2014, ITC delivered 35% more technical assistance capacity building and market intelligence than the year before, with extra-budgetary expenditures reaching a record US\$53 million.

September's World Export Development Forum in Kigali, Rwanda, marked the first time our flagship event was hosted in Africa, or, for that matter, by a least developed country (LDC). At the Women Vendors Exhibition and Forum, also held in Kigali, women-owned companies concluded letters of intent to transact business worth US\$5.5 million. In November, the 2014 Trade Promotion Organization Network World Conference & Awards in Dubai was the most heavily attended since we first started holding the biennial conferences in 1996.

Despite challenges, we ended the year better equipped than ever to help small and medium-sized enterprises (SMEs) in developing countries, transition economies and LDCs connect to regional and international value chains.

We enhanced our ability to provide cutting-edge analysis and advisory services through partnerships with private sector groups such as the engineering and electronics firm Bosch, luxury goods company Kering and consultancy Bain and Co., as well as with policy community actors like the World Economic Forum.

ITC launched new global campaigns in 2014 to ensure that sustainability standards are worthy of the name, and to increase the share of the multi-trillion dollar global public procurement market that goes to companies, especially SMEs, that are owned and controlled by women. We pioneered new tools for export promotion, for swiftly alerting governments about trade obstacles, and for e-learning.

We raised awareness of our work, and the importance of trade-led economic growth to long-term sustainable development, at the UN Open Working Group on Sustainable Development Goals, the Benin LDC Conference, the Small Island Developing States Conference in Samoa, the Landlocked Developing Countries Conference in Vienna, ministerial meetings of the African



Union and the ACP Group, and of course in Geneva at the UN and the World Trade Organization (WTO).

This was a year of new beginnings for ITC: the start of a new half-century for the organization, to be sure, but also of a new strategic direction in the way we organize and implement our work. Following a comprehensive independent evaluation that underscored what ITC was doing well while pointing to how we and our supporters could improve, we developed a new Strategic Plan to guide our work between 2015 and 2017.

As we turn to the future, 2015 looks to be an exciting year for trade and development. The United Nations General Assembly will adopt a post-2015 development agenda along with a way forward on financing our common goals of eradicating poverty, protecting the environment and expanding opportunities for all. The WTO, which is marking its 20th anniversary, will hold its 5th Global Aid for Trade Review in Geneva and its 10th Ministerial Conference in Nairobi. The December conference of the United Nations Framework Convention on Climate Change in Paris will hopefully yield a legal multilateral agreement to curb greenhouse gas emissions and shine a clearer light on the interface between trade and climate change. The UN's Beijing+20 process is drawing attention to our collective successes and failures at advancing gender equality and women's empowerment in the 20 years since the adoption



**1.** At the TPO Network World Conference and Awards, Dubai **2.** Celebrating ITC's 50<sup>th</sup> anniversary with United Kingdom Ambassador Karen Pierce, Chair of the 47<sup>th</sup> Session of the Joint Advisory Group **3.** On CCTV News, Beijing **4.** ITC's management team with WTO Director-General Roberto Azevêdo and UNCTAD Secretary General Mukhisa Kituyi at the Joint Advisory Group **5.** At the TPO Network World Conference and Awards, Dubai **6.** Speaking at an ITC event at UN headquarters, New York

of the Beijing Platform for Action. At the regional level, trade and investment integration appears set to continue, notably within Africa.

ITC stands ready to support these global and regional processes. Our goal of enabling SMEs in developing economies to connect to world markets aligns neatly with the prospective Sustainable Development Goals' likely focus on reducing income and gender inequality, promoting the creation of decent jobs (especially for women and young people) and improving the quality of public institutions.

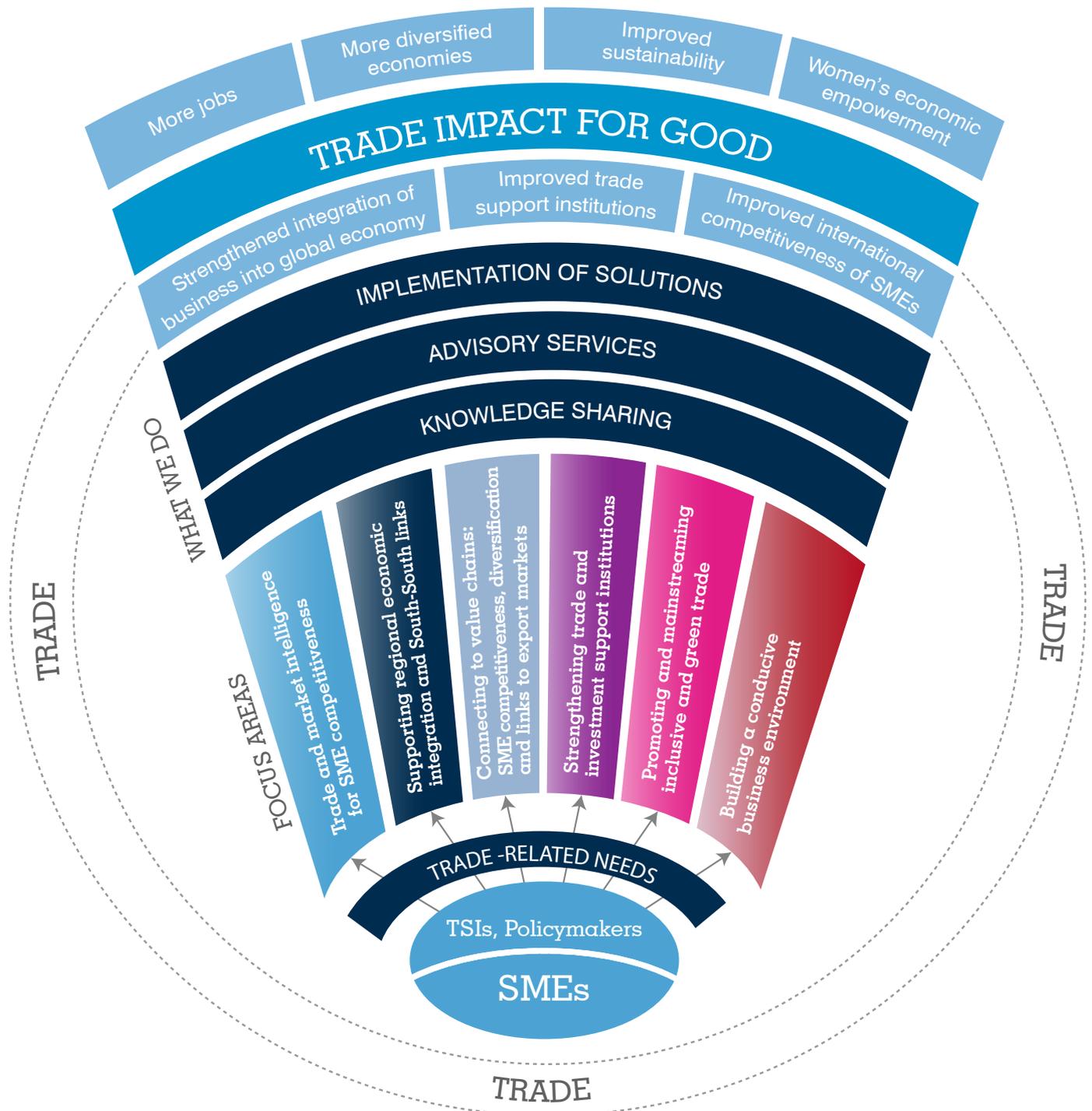
This report is about our work in 2014. It sets out the economic and strategic context in which we were operating and describes key achievements from across the spectrum of our work. To complement these briefly summarized results, a dozen case stories, two from each of the six focus areas of ITC's work, provide in-depth, qualitative illustrations of the impact projects have had on the ground. Under the heading 'ITC Innovates,' we describe two exciting new initiatives we expect to deliver rich results in the future. Corporate results covering everything from governance and

partnerships with other organizations to finances and human resources are described in some detail.

In sum, this report is about how, in 2014, we delivered trade impact for good and positioned ourselves to keep doing so in the future.

Arancha González  
Executive Director

# ITC at a glance





50 years  
of trade impact for good



25 546  
participants (42% women)  
in 497 capacity-building  
workshops

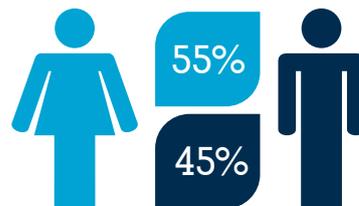
427 269

registered users of  
Market Analysis Tools



306

ITC staff representing  
79 nationalities  
(31 Dec. 2014)



35  
export development  
strategies endorsed by  
national counterparts



88.7 million  
ITC's total expenditure  
(gross), in US\$

957

enterprises met potential buyers  
and transacted business as a  
result of ITC support



1.2 million

visitors to  
ITC's website



416  
TSIs improved their  
services or management  
capacities



104  
active projects in 96  
countries

Since 1964, ITC has helped developing and transition economies to achieve sustainable development through exports – activating, supporting and delivering projects with an emphasis on achieving SME competitiveness.

It does this by providing trade development services to the private sector, TSIs and policymakers, and by working with national, regional and international bodies.

**Parent organizations:** WTO and the United Nations, through the United Nations Conference on Trade and Development (UNCTAD)

**Headquarters:** Geneva, Switzerland

### ITC Leaders

- **Arancha González**, Executive Director
- **Dorothy Tembo**, Deputy Executive Director
- **Anders Aeroe**, Director, Division of Market Development
- **Aïcha Pouye**, Director, Division of Business and Institutional Support
- **Ashish Shah**, Director, Division of Country Programmes
- **Gerry Lynch**, Director, Division of Programme Support



## The global context

### Trade growth in 2014 remained well below long-run trends

World trade growth in 2014 remained low by recent historical standards. Global exports grew by just 2.8% compared to 3.3% the year before. Both numbers are well below the 25-year average of 5.1% (all figures in volume terms).

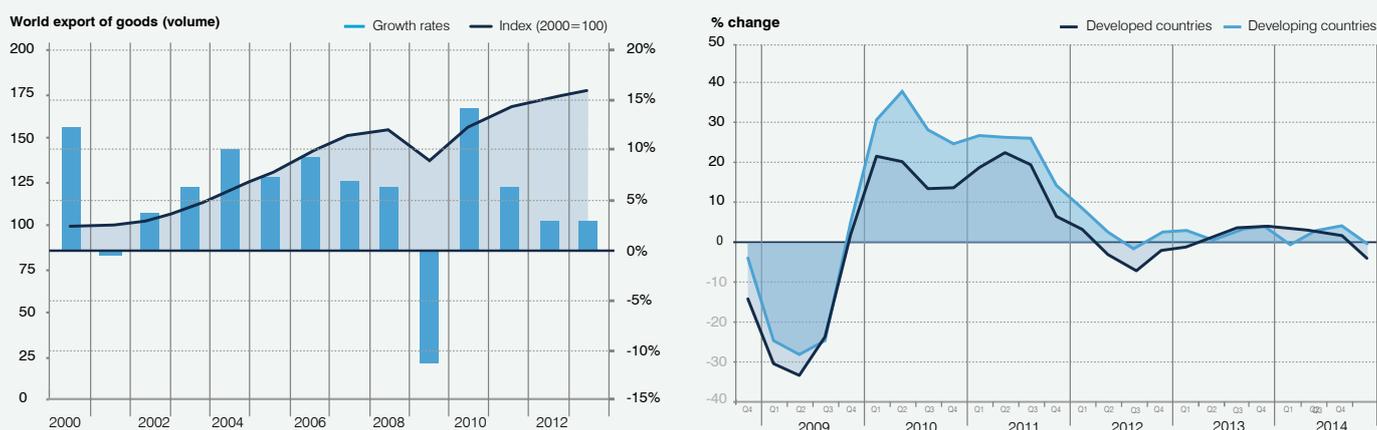
Trade growth for developed countries declined to 2.2% in 2014, due in significant measure to a sharp contraction in the final quarter following solid growth earlier in the year. For developing countries, too, trade growth declined, from 3.9% in 2013 to 3.3% in 2014. The slowdown reflected the contraction in exports experienced in the first and fourth quarters.

The dollar value of global merchandise trade stagnated in 2014, rising by a mere 0.7%. By contrast, commercial services exports grew by 4%, possibly reflecting current trends blurring the line between merchandise- and service-based exports, a process often called 'servicification.'

Sluggish trade growth figures have added to concern that the world may have reached what some have dubbed 'peak trade.' For most of the past two decades, global trade has increased approximately twice as fast as GDP growth. Since the global financial crisis of 2008-09, however, trade has not grown much faster than output.

Economists from the World Bank and International Monetary Fund point to structural changes as a driver of this shift. Indications are that much of the adjustment is due to shortening value chains, notably because manufacturers in key developing economies are increasingly able to source parts from domestic factories rather than from abroad.

International value chains, which now account for almost 80% of global merchandise trade, nevertheless remain an important potential entry point into global market operations for developing countries in South Asia, Africa and South America that have so far remained at the margins of the international division of labour. Joining value chains remains one of the best methods to acquire and diffuse new knowledge and technologies and to get closer to the global productivity frontier.



**FIGURE 1** Global trade growth: medium- and short-term trends

Left Panel: (left axis) Percentage change of year-on-year export volumes. (right axis) Index of world export volumes where 2000=100.

Source: IMF World Economic Outlook (October 2014)

Right panel: Quarterly seasonally adjusted export growth volumes for developed and developing economies.

Source: WTO

## Inclusive growth and trade in an age of inequality: why SMEs matter

For small and medium-sized enterprises (SMEs), which account for the bulk of employment in developing economies as in developed ones, the potential productivity and employment gains from integration into value chains are particularly significant. Firms that participate in international trade tend to be larger and more productive than domestically focused counterparts. In developing countries, smaller firms tend to be marked by lower productivity levels, suggesting substantial potential for increases if new and existing firms can tap into international production networks.

At a time of considerable debate about growing income and wealth inequality – a debate in which trade is often referred to as enriching relatively small minorities in many countries – encouraging greater integration by SMEs into international markets through increased competitiveness is a logical policy priority. SMEs can play crucial roles in transforming trade into broad-based job opportunities, productivity gains and equitable development.

A thriving SME sector will be essential for achieving several of the likely goals of the United Nations' post-2015 development agenda, including objectives such as reducing income and gender inequality, creating decent jobs and reducing poverty. Strengthening the performance of SMEs in the agricultural sector can directly contribute to the goal of ending hunger.

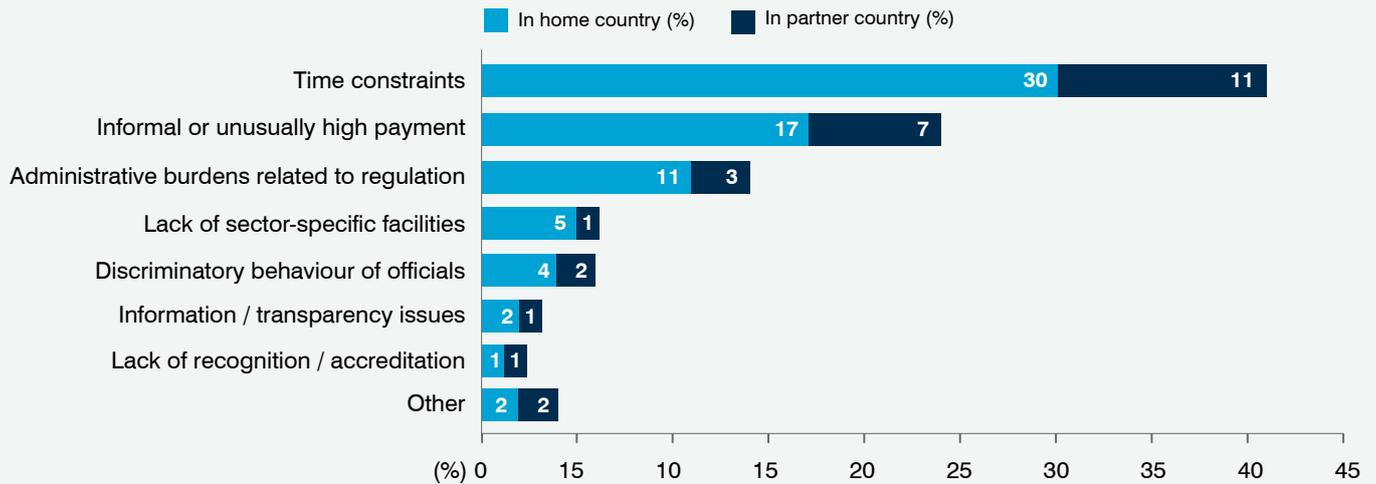
The Group of 20 leading economies is devoting greater attention to SMEs and trade. The challenges posed to SMEs by high trade costs featured prominently in a Trade Taskforce Policy Summary produced by the B20 group of businesses and business associations that provide policy recommendations to the G20. The G20's Turkish presidency in 2014-15 has created a special B20 SME and Entrepreneurship Taskforce.

## Connecting small and medium-sized players to markets: institutions are critical

Institutions and policies that determine border costs and access to market information are of enormous relevance for SMEs to integrate successfully into regional and global markets.

Because of their smaller production volumes, SME unit costs are disproportionately affected when market intelligence is hard to come by, product standards are expensive to comply with, or customs procedures are unnecessarily time-consuming. By the same token, SMEs benefit disproportionately from public or government-supported institutions that help businesses overcome market failures like asymmetric access to services or information.

Appropriate institutional support is particularly helpful in overcoming the kinds of trade obstacles that loom largest for companies today. Even though import duties in much of the world are low by historical standards, smaller firms in



**FIGURE 2** Procedural obstacles related to non-tariff measures (NTMs) applied to exports

Source: ITC business surveys on NTMs, 2010-2013.

Note: The bar chart presents the types of procedural obstacles associated to NTMs applied to exports of surveyed countries.

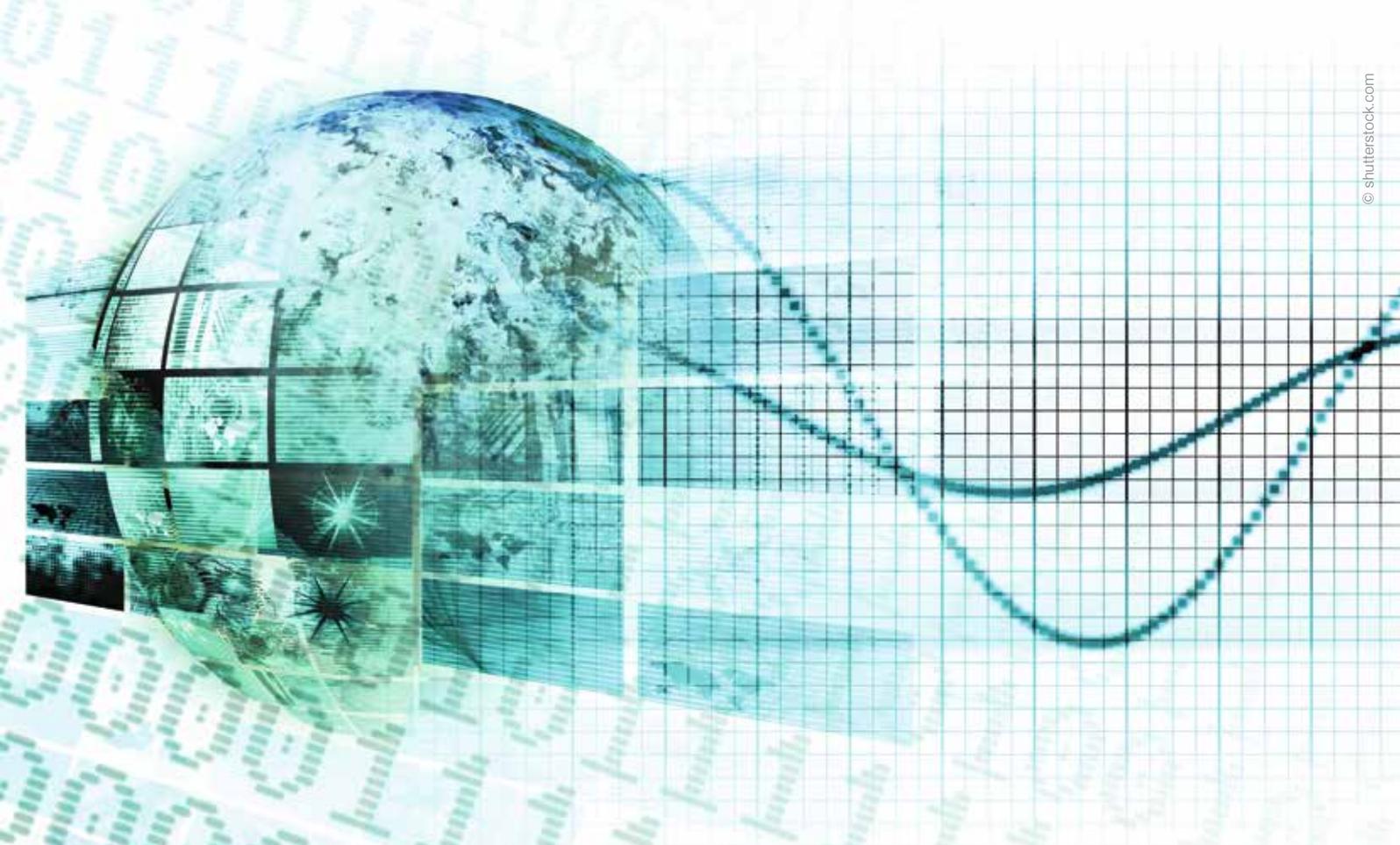
### Why competitive, globally integrated SMEs make a difference

Strong SMEs are not only a key ingredient of a dynamic economy. They contribute to spreading gains from trade and growth across a broader section of society because:

1. SMEs generally employ more than 60% of a country's private sector workforce. Gains accruing to SMEs are therefore shared by the bulk of the work force.
2. Despite their collective weight, individual SMEs are by definition relatively small and make up the more vulnerable part of an economy. If SMEs manage to connect to global supply chains, or to import and export directly, it means that some of the gains from trade are distributed from larger to smaller players.
3. SMEs tend to be major employers of marginalized groups in an economy, in particular women and the young. More and better jobs in SMEs thus tend to make for more and better jobs for youth and female workers.

developing and least developed countries (LDCs) often struggle to understand how to use the preferential tariff rates for which they qualify. Costs related to customs procedures – estimated to be around 10% of the value of trade – are twice as high as those from tariffs, though the WTO Agreement on Trade Facilitation adopted in late 2014 should go some way to reducing them. Non-tariff measures (NTMs), which are not as visible, may cost even more. Complying with private standards – voluntary but often essential for selling to food retailers – is expensive. Certification and related audit costs for Fair Trade International, for example, can cost up to EUR4000 (about US\$4300) annually, according to the ITC Standards Map.

NTMs such as health and safety standards cannot – and should not – be eliminated: they exist to protect consumers. However, smart government action can lead to greater international alignment among such standards and reduce the cost of complying with them. ITC business surveys from 2010 to 2014 reveal a double quandary: more than half of exporting companies in developing countries consider NTMs to be a bottleneck for their export performance, but in many cases, procedural requirements related to the NTMs, either at home or in the destination market, are more cumbersome than the measures themselves (see Figure 2). These procedural issues range from inadequate access to information regarding regulations to delays in origin certification and overly rigorous export inspections.



In sum, improving the institutional environment can make a dramatic difference to SMEs. Increased transparency and access to market information can have high payoffs. It has been estimated that each dollar increase in trade promotion budgets can result in a US\$200 increase in exports. The rate of return to strengthening institutions and services that enable trade is therefore likely to be high.

Similarly, improving border procedures can have significant positive impact on export value. According to one estimate, improvements in trade logistics may lead to trade cost reductions of around 10%. As a result, the number of products exported and the number of destinations served would increase by at least that amount.





# ITC interventions: Doing more, better

## WHAT ITC DELIVERED IN 2014

ITC sets performance targets across two-year periods. In 2014, the first year of a biennium, results exceeded targets for almost every indicator, often by considerable margins.

As a result, ITC is projected to deliver above its biennial target for all indicators by the end of 2015. ITC has therefore revised all targets upwards for 2015.

### Integrating businesses into the global economy through trade intelligence and enhanced policy support



additional users of trade intelligence saying ITC support helped decision makers integrate trade into national development strategies  
(target: 76 500)



additional clients indicating that ITC support helped them understand the trading system and enabled decision makers to create an environment conducive to business  
(target: 1 000)



additional instances in which ITC analysis and support enabled decision makers to incorporate business sector views into their positions in trade negotiations  
(target: 63)

### Enhancing trade and investment support institutions (TSIs) and policies



TSIs indicated ITC support helped them improve managerial performance and/or support services for SMEs  
(target: 60)



institutions reported improvements resulting from membership in ITC-supported networks  
(target: 43)



institutions reported ITC contributed to improved trade promotion and export development policies  
(target: 43)

### Strengthening enterprises' export capacity



additional enterprises indicated ITC training enabled them to formulate sound international business strategies  
(target: 650)



additional enterprises became export-ready through ITC training  
(target: 950)



additional enterprises met potential buyers through ITC support, and transacted business as a result  
(target: 800)



additional women-owned enterprises ITC helped to improve export-related skills or connect to new potential new buyers  
(target: 350)



# Trade and market intelligence for SME competitiveness

Understanding market conditions has always been critical to making successful business decisions. Without accurate market intelligence, businesses cannot seize the opportunities presented by the open global economy. This is why the provision of cutting-edge trade and market information has been at the heart of the ITC mandate since its foundation in 1964.

ITC information tools are not limited to data about tariffs: they also cover a range of non-tariff measures. ITC today provides a comprehensive set of analytical tools, statistics, publications, databases, information sources and capacity-building support aimed at:

- Strengthening firms' skills in effectively using trade and market intelligence to make sound business decisions
- Working with local trade and investment support institutions (TSIs) to improve their trade and market intelligence-related portfolio of services
- Facilitating evidence-based policy reform with a focus on addressing non-tariff measures affecting trade in goods and services
- Promoting transparency in trade and overcoming information asymmetries through global public goods such as free online tools for analysing trade and company data (Trade Map, Market Access Map, Investment Map and Standards Map)

## KEY RESULTS IN 2014:



**427 269** registered users of ITC integrated market analysis tools, 25% more than in 2013



More than **90 000** unique users have accessed Standards Map since February 2014



**67** free video tutorials on Market Analysis Tools downloaded **31 000** times in 2014 compared to 17,000 times in 2013 (82% increase)



**94%** of TSI users reported that ITC market analysis tools had a positive or very positive effect on their services to SMEs



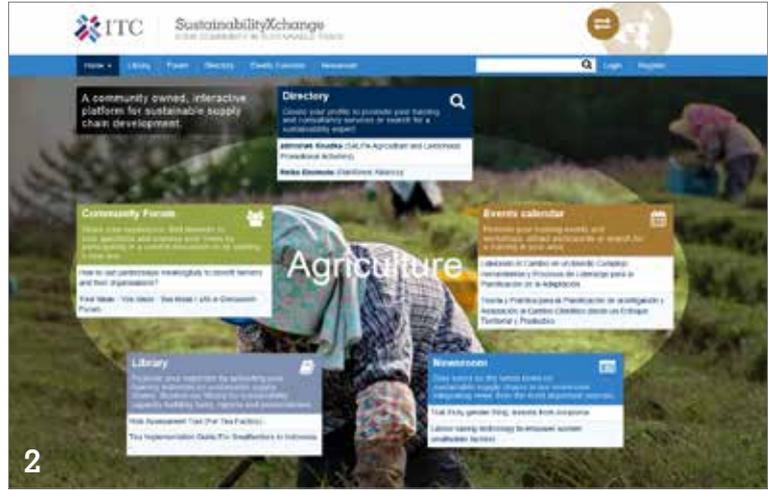
**69%** of private sector users declaring exports in 2014 indicated the tools helped them realize additional exports



**96%** of government users reported a positive or very positive effect of the tools on their policy decisions



**161** private voluntary standards mapped (up from 123 in 2013)



1. Stakeholder meeting on NTMs facing Thai products, Bangkok 2. SustainabilityXchange website

## Fostering greater transparency in trade

Demand for ITC trade data continues to grow. At the same time, ITC works to increase capacity to interpret this data to ensure that trade and market intelligence are optimally used in decision making. Increasing the impact and cost efficiency of training sessions remains a priority, with growing use of webinars and collaboration with the WTO, the UN and universities.



**US\$126 million**  
in trade facilitated by ITC  
market intelligence, reported  
by **595** companies

Expertise in trade information are among the reasons ITC has been selected by the European Union (EU) to implement the **EuroMed Trade and Investment Facilitation Mechanism (TIFM)** project. The object is to facilitate closer economic ties between the EU and countries in the Southern Mediterranean region, as well as to improve economic integration among the latter. It will do so by creating an online portal of trade-related information and coordinating a network of national institutions to respond to enquiries about doing business in the region. In 2014, ITC collected general tariff data for the nine Southern Mediterranean region countries covered by the project: Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, Tunisia and Turkey.



**2 768** exporters and  
officials from developing countries  
participated in **108** training sessions  
on ITC market intelligence tools

## SustainabilityXchange: A one-stop information shop for sustainable agriculture

SustainabilityXchange is a new, community-owned online interactive platform focused on driving sustainable agricultural value chains and trade. Co-implemented by ITC, its goal is to increase the participation of agricultural producers from developing countries in certified or verified sustainable trade. It aims to accomplish this by supporting improved capacity for quality management and compliance with sustainability standards.

SustainabilityXchange aims to be a one-stop shop of relevant information for agriculture, forestry and aquaculture, targeting the full spectrum of stakeholders from business development advisors, trainers and trade promotion organizations to businesses and civil society groups. The amount of active traffic on the website in 2014 attested to demand for such a forum: more than 80 experts have listed their skills in the site's directory. The first moderated discussion among users yielded interesting lessons from the ground on how to organize large numbers of smallholders to help them meet sustainability standards.

One relatively recent source of complexity for developing-country exporters has been the rapid proliferation of a wide range of private, which is to say non-governmental, sustainability standards. Complying with these standards is often a *de facto* requirement for penetrating a given export market on a meaningful scale. To shed light on this array of requirements confronting exporters, ITC provides comprehensive, verified, up-to-date information on voluntary sustainability standards through Standards Map.



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3. NTM workshop, Dhaka 4. Flowers packaged for export, Ethiopia 5. Euro-Med Trade and Investment Facilitation Mechanism technical meeting, Barcelona

## Transforming trade and market information into intelligence

ITC continues to work closely with trade and investment support institutions (TSIs) to help them develop tailor-made, forward-looking intelligence products to help their clients translate information into increased competitiveness and business. This work includes targeted capacity building on the requirements associated with private voluntary standards.

- ITC helped organize a workshop to share best practices in the field of competitive intelligence with the **Permanent Conference of African and Francophone Chambers of Commerce (CPCCAF)**.
- In **Saint Lucia**, ITC updated the Trade Export Promotion Agency's trade information system and trained staff in monitoring trends, risks and opportunities for priority export products in target markets.
- ITC helped the **Palestine Trade Centre (PalTrade)**, the State of Palestine's trade promotion organization, redesign its trade information services and launch its new web portal.
- In **Kuwait**, the Public Authority for Industry (PAI) used ITC market analysis tools to better understand the needs of the private sector and improve the competitiveness of select food and beverage exporters.
- ITC helped set up the **Zimbabwe European Business Information Centre** at the headquarters of ZimTrade, the country's trade promotion organization, to provide SMEs with export information for the European market.
- The **ITC Market Insider blog** provided daily posts with real-time market intelligence across a range of sectors and themes relating to sustainable international business development.

In 2014, ITC developed a 10-step online guide to help developing countries set up new-generation trade intelligence portals, which would facilitate trade

development by providing international market information to the business community. The guide was based on consultations with trade and investment support institutions from more than a dozen countries to define the key components of effective trade intelligence portals today.

## Minimizing the trade impacts of non-tariff measures

In 2014, ITC published reports documenting the results of surveys on business concerns about NTMs in eight countries (Rwanda, Mauritius, Senegal, Côte d'Ivoire, Kenya, Cambodia, Tunisia and the United Republic of Tanzania). Four new surveys were launched, in Colombia, Bangladesh, the Philippines and Benin.

The results of these reports are being used to address NTMs in several countries:

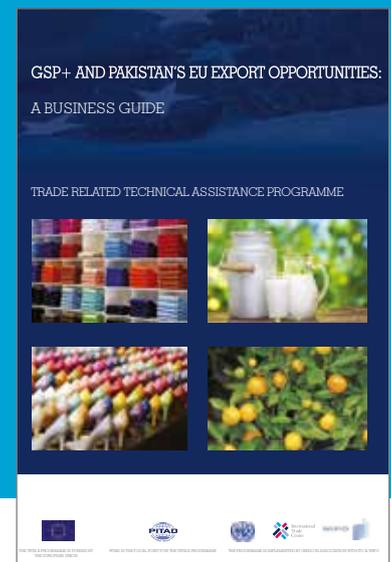
- Sri Lanka:** Following an NTM survey published in 2013, an initiative has been launched to improve the testing of agro-products for pesticide residue and mycotoxins.
- Senegal:** An initiative was launched to address health and safety standards and technical regulations following an NTM survey published in 2014.
- Côte d'Ivoire:** Key trade-related institutions have been mandated to use the ITC-designed-and-developed Trade Obstacles Alert Mechanism to better monitor and respond to companies' problems with procedural obstacles. The mechanism, launched in May 2014, has already helped solve at least five reported trade blockages (see case study).
- Mauritius:** An online Trade Alert Obstacles Mechanism to track and address NTMs was launched in October 2014.

In addition, **19 Arab states** will start implementing a multi-year project on fostering regional economic integration in 2015, drawing on lessons learned from NTM surveys in the region.

# CASE STUDY

## Guidebook, training help Pakistani SMEs use EU trade preferences

1



At the start of 2014, the European Union (EU) accorded Pakistan enhanced market access concessions that went beyond the general trade preferences Brussels offers to developing countries.

It became clear, however, that many companies in Pakistan were struggling to take advantage of the new trade opportunities. The enhanced preference scheme lowers tariffs on several products, but compliance with non-tariff measures, including proof of origin requirements, remains mandatory.

Understanding those requirements, not to mention complying with them, is particularly difficult for small and medium-sized enterprises (SMEs) and new exporters. Unless more companies understand how the new tariff rates apply to their products and what they need to do to comply with non-tariff measures and documentation requirements, improved access to European markets will fall short on its potential to deliver broad-based economic and developmental benefits in Pakistan.

'While exports from Pakistan to EU have increased considerably since Pakistan received GSP+ status, there is room for further enhancing exports by bringing new



### GSP vs. GSP+

The EU's regular Generalized System of Preferences (GSP) scheme offers developing country exporters reduced tariffs across roughly two-thirds of EU tariff lines. The GSP+ variant grants additional tariff preferences to developing countries that have adopted 27 international conventions relating to sustainable development and good governance.

GSP+ preferences are extended to some 13 developing countries including Pakistan. They cover key developing country exports such as certain agricultural and fisheries products, tobacco, chemical products, plastic, rubber, raw hides and skins and leather, wood, textiles, apparel, footwear, and articles of stone.

enterprises into the business of exporting,' said Arif Anwer Baloch, the state of Punjab's secretary for industries, commerce and investment.

ITC prepared a guide based on consultations with multiple stakeholders in Pakistan, spelling out how Pakistani companies in key export sectors can boost sales and employment by taking advantage of the EU's Generalized System of Preferences-Plus (GSP+) scheme. Published in October 2014, the guide is available online free of cost in both English and Urdu and has been accompanied by training workshops for companies, government officials and business groups.

Feedback from exporters has been positive. 'I had heard about the GSP+ scheme but it was never clear to me how to benefit from it,' said Rukhsana Zafar, founder and chairperson of Neudom International, a firm specializing in hair- and skin-care products. 'I am grateful to ITC for providing us such a wonderful guide to address our information needs.'



2



3



4

1. ITC guide on using EU trade preferences for Pakistan 2. A factory belonging to Ecko Textiles Pvt Limited, Karachi 3.&4. Training on using the EU GSP+ Scheme, Faisalabad, Pakistan



'The Urdu version would allow a very wide readership and thereby a greater possibility of increasing the number of exporters to the EU,' added Azher Ali Chaudhry, additional secretary with the national Ministry of Commerce. 'I am sure that a new class of exporters will emerge taking the benefit of the guidelines and thereby contribute to job creation and poverty alleviation.'

The new report explains what exactly GSP+ status entails for Pakistani exporters and outlines the procedures to be followed at home to export to the EU under this scheme.

For companies in key export sectors for Pakistan – clothing, footwear, fruits and nuts, ethanol and dairy – the guide sets out step-by-step instructions for how to use the scheme. It explains how would-be exporters must go about finding their products' tariff classification under the EU's Combined Nomenclature (CN) system. It then explains how to determine the correct preferential rate, origin criteria, regulatory requirements, labelling and licensing rules, and documentation requirements in both Pakistan and the EU.

'The guide book and training on EU GSP+ scheme were both effective steps forward towards addressing the information requirement of businesses at large,' said Qaisra Sheikh, a director at General Machines, which makes packaging machinery. 'Pakistani businesses are in dire

need of such initiatives to take advantage of [the] GSP+ scheme up to its maximum potential.'

Naveed Farooki, director of Ecko Textiles Pvt Limited and a member of the managing committee of the Karachi Chamber of Commerce and Industry, described the guide as 'a perfect lexicon to understand the market, conventions and trade of the EU.' He believes it will be useful 'not only for the exporters who are exporting to the EU, but also for the exporters who are looking forward to export to the EU.'

With the new guide, ITC's GSP-related work with Pakistan came full circle: ITC previously worked with Pakistan to help it secure GSP+ status, commissioning assessments of what Pakistan needed to do to meet the eligibility criteria and building public and private sector awareness of the potential benefits of expanded market access to the EU.

ITC developed the GSP+ guide within the context of a programme being implemented in Pakistan by ITC, the World Intellectual Property Organization and the United Nations Industrial Development Organization.

The guide builds on years of ITC work with Pakistan to improve public-private dialogue in formulating trade policies and build institutional capacity to help businesses navigate non-tariff measures in export markets.

**Funder**  
European Union

# CASE STUDY

## Trade Obstacles Alert mechanism addresses non-tariff measures



Assahouré N'Goran used to wait six months to get the weight certificate required to export cocoa beans from Côte d'Ivoire to Belgium. Since June, his waiting time has dropped to just two weeks.



Certification time for cocoa bean exports dropped from 6 months to

**2 weeks**

'Having the certificates issued quickly makes a huge difference for us,' said N'Goran, shipping manager of Outspan Ivoire, a subsidiary of agribusiness giant Olam International. 'It increases our competitiveness and will lead to higher exports. What is good for our company is good for employment and the growth of Côte d'Ivoire.'

Most such non-tariff measures (NTMs) are easy to solve once identified, said Kouakou Germain Yao, director of studies and economic information at Côte d'Ivoire's Chamber of Commerce and Industry. 'All it takes is to bring in the private sector so that the problems can be identified,' he said.

N'Goran reported the certification delays through the country's Trade Obstacles Alert service, an online tool put in place by ITC in 2014 following the completion of the country's first non-tariff measures survey.

Nearly three-quarters of the 600 companies responding reported facing non-tariff barriers to trade, significantly higher than the 55% average in the more than 25 countries surveyed by ITC. The companies viewed NTMs as barriers particularly in regional markets. One of the biggest challenges identified was the delivery of certificates of origin for export to neighbouring countries. Most procedures are lengthy and susceptible to malpractice, the survey found. Lack of knowledge about the procedures and the agencies

### ITC non-tariff measure surveys

Non-tariff measures (NTMs) are of particular concern to exporters as they can prevent market access even when tariffs are low or non-existent. Exporting companies seeking access to foreign markets, as well as companies that import products, must comply with a wide range of requirements including technical regulations, product standards and customs procedures.

The transparency-oriented ITC programme on NTMs aims to help national policymakers better understand obstacles to trade faced by the private sector and develop solutions to address them. ITC has set up and led national surveys on NTMs in over 25 developing countries since 2009. Over 13,000 companies have been interviewed.

The results suggest that the effects of NTMs weigh especially heavily on exporters and importers in least-developed countries: 69% of respondents from LDCs reported facing NTM-related challenges compared to an overall average of 53%.

in charge of them pose additional challenges for exporting companies, which also complained about a lack of transparency in regulations.

In response to these findings, the government requested that ITC set up the alert service so officials could learn first-hand about the hurdles faced by the business community and act collectively across agencies to address their concerns.

'This tool is instrumental in helping policymakers to develop programmes and reforms suitable to increase the competitiveness of Ivoirian exporters,' said Gomun Kouya,



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1. Trade Obstacles Alert home page 2.&3. Coffee and manioc, two of Côte d'Ivoire's key exports 4. Signing the inter-agency protocol on the Trade Obstacles Alert, Abidjan 5. Share of surveyed companies reporting NTM-related challenges

director of export promotion and assistance at the nation's Ministry of Trade.

Twenty-four obstacles have been reported since the launch of the service in the summer of 2014 ranging from insufficient storage facilities at border points to incorrect customs valuations on exported products. Five have been resolved, including N'Goran's.

Before N'Goran reported his problem through the new platform, only the president of the Chamber of Commerce had been authorized to sign the weight certificates required for all cocoa bean exports. Depending on his availability, certificates would often take a long time to be processed. Now, an additional official has been given the authority to issue the certificates, sharply reducing waiting times.

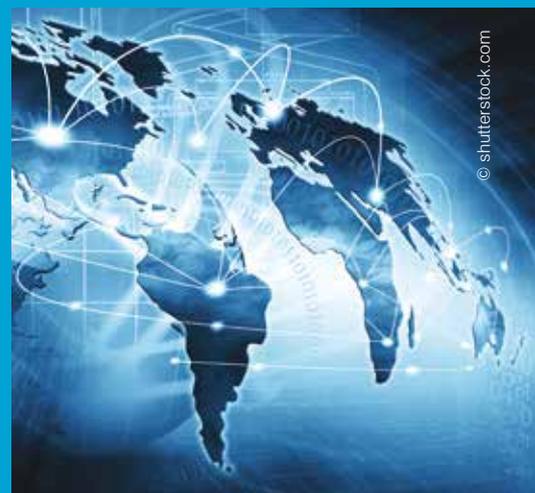
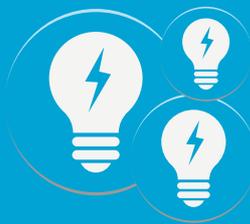
The remaining 19 obstacles identified are being addressed by various government agencies and trade support

institutions, Yao explained. Following the launch of the tool, the government passed a decree mandating its agencies to use the platform and address the reported problems.

'This mechanism will allow us to facilitate our trade by signalling the difficulties we encounter and from which we suffer,' said Daihi Fatoumata, sales manager of the Société de Culture Bananière, an exporter of bananas and pineapples.

### Funder

European Union



## Export Potential Map: Figuring out future exports

All countries export. But are they making the most of their trade opportunities? What might a country export successfully in the future? Where would its potential customers be?

Without identifying export opportunities, companies cannot target new markets. Nor can policymakers and trade support institutions optimize the policy environment and support programmes for existing and would-be exporters.

Yet figuring out a country's export potential – and especially, which goods would best contribute to sustained economic development – is as complicated as it is necessary.

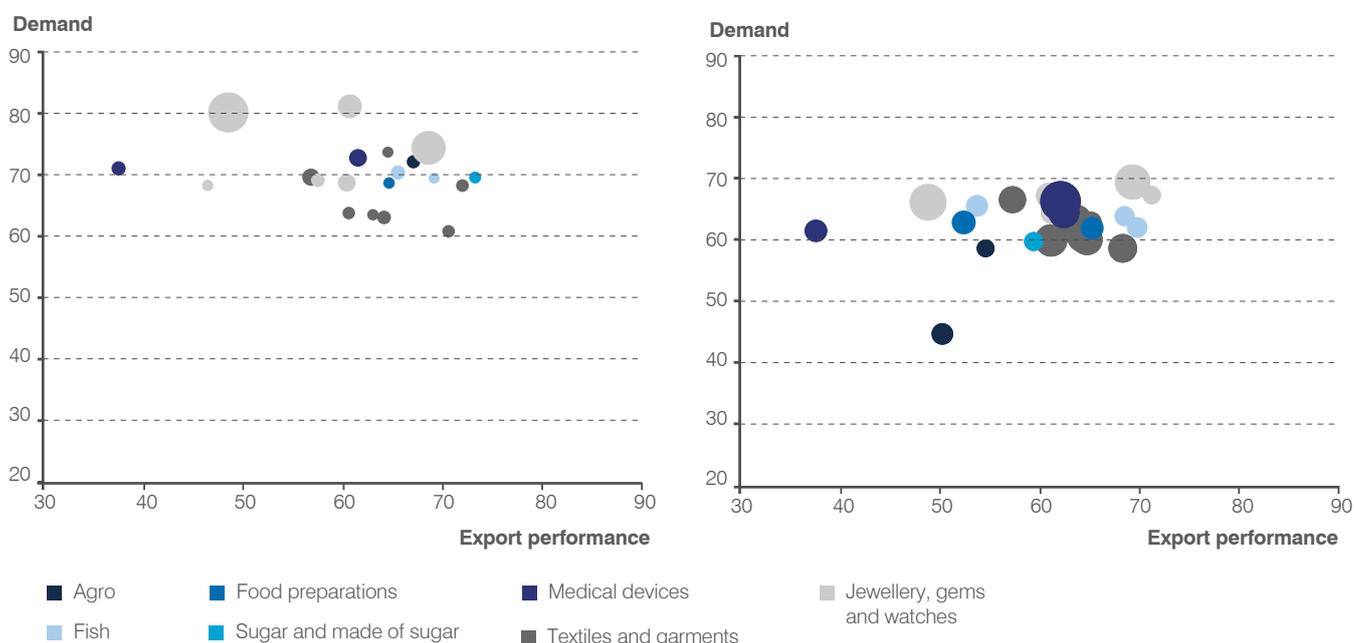
To help companies, institutions and policymakers get answers to these questions, ITC in 2014 began development of a new online tool, the Export Potential Map. It will help companies, governments and trade promotion agencies to rapidly understand their country's export

potential. Building on ITC's well-received, though technically demanding, methodology for assessing export potential, the tool will help countries with narrow export baskets better understand what new products might offer prospects. Though the state-of-the-art methodology underlying the Export Potential Map will be available for anyone to see, users won't have to do any complex calculations to get results.

According to Ahmed Kamal, a support policy specialist at Egypt's Industrial Modernization Center, the Export Potential Map would help countries like his boost non-petroleum exports. He noted that the existing ITC methodology was very useful for advising firms on promising markets, but involved time-consuming calculations.

'Having the methodology available through an online tool will reduce the time involved in preparing the analysis for a company from days to only minutes,' he said.

**FIGURE 4** Mauritius export performance for Asia (left) and Europe (right)





## Updated methodology based on latest research

The first step in the process has been the development of an enhanced methodology, based on cutting-edge trade theory, for assessing export potential.

The updated methodology takes a two-pronged approach to identifying products that a country might try to export. First, it looks at feasibility based on what the country is already exporting competitively and on what similar countries export successfully. It then evaluates desirability on the grounds that trading in more technologically sophisticated products can improve prospects for future development and that products with relatively stable prices can generate more predictable export revenue.

Subject to data availability, the methodology also allows users to assign importance to considerations such as the involvement of women or small and medium-sized enterprises (SMEs) in production. Depending on the weightings assigned to variables, the composition of the potential export basket would change.

Attractive markets for the identified products are selected based on importing countries' market size and demand growth for the product, as well as geographic distance, tariff preferences and existing bilateral trade levels.

The next step will be to use the methodology on some 66 developing and least-developed countries to map out products with good prospects for export success in a set of developed and emerging economies.

## Identifying underused trade opportunities

As an example of how the new tool might work in practice, the charts below summarize the results of the methodology as applied to Mauritius and four regions to which it exports. The horizontal axis reflects Mauritian export potential for different categories of products in its export basket. The vertical axis reflects current and potential market demand

while taking into account differing tariff regimes. The size of the bubbles represents each region's current imports from all sources for each product category.

The charts show, for instance, that jewellery, gems and watches are in higher demand in Asian countries than in Europe. For textiles and clothing, however, it is the opposite. Meanwhile, European Union demand for certain medical devices appears higher than that in other regions.

When products have high potential in some markets even if current exports are limited, it implies that issues other than tariffs and market demand are preventing trade from materializing. It may be non-tariff measures, or simply that Mauritian exporters haven't considered the opportunities. Both point to agendas for policymakers as well as for trade and investment support institutions.

The next steps for the project will be the development, testing and refining of a user-friendly web tool for the Export Potential Map, followed by capacity building on the new tool and methodology for beneficiary countries. Existing ITC market analysis tools will ensure the sustainability of the Export Potential Map initiative by keeping the needed data constantly up to date.

The ultimate goal is for the Export Potential Map to join other ITC market analysis tools as a global public good available to companies, governments, trade support institutions and researchers, enabling more informed policy and better business decisions.

## Funders

Canada, China, Denmark, Finland, France, Germany, India, Ireland, the Netherlands, Norway, Sweden, Switzerland



# Supporting regional economic integration and South-South links



Emerging economies have become leading drivers of global economic growth. They represent increasingly important markets for goods and services from other developing countries. They are also growing sources of foreign direct investment and technology for developing and developed countries alike.

ITC works with emerging economies such as China and India to promote value-added trade, investment and technology transfer between them and other developing and least-developed countries (LDCs). The organization also works to support regional economic integration in Africa, which offers new opportunities for trade and economic development.

ITC promotes South-South trade and regional integration by (i) identifying sectors with high trade potential and analysing their value chains for gaps; (ii) addressing these gaps by strengthening the corresponding business support services provided by regional and national TSIs; and (iii) promoting business advocacy on regional integration by strengthening regional business associations to achieve more coherence between national and regional trade-related policies and regulations.

### KEY RESULTS IN 2014:

 **US\$6.3 million** value of African cotton sold to Asian markets as a result of ITC programme

 **US\$23.8 million** project on Supporting Indian Trade and Investment for Africa (SITA) designed and initiated



1.&2. India-Africa cooperation on cotton 3. Vegetable production in Kenya 4. Reducing contamination in cotton production, Bangladesh

## Regional cooperation

Launching the three-year **Promoting Intra-regional Trade in Eastern Africa** programme to contribute to inclusive and sustainable trade-led growth in Kenya, Tanzania and Zambia by improving the competitiveness of producers, especially SMEs, and strengthening trade and investment support institutions (TSIs) in all three countries. The project promotes SME participation in regional and international value chains in selected agri-food sectors. The first year of implementation saw business contacts and networks strengthened, value chains analysed and sector strategies developed. Promising signs are already visible in Kenya, where village-based entrepreneurs who received start-up capital worth US\$300 have been contracted by Mace Foods, a domestically registered company with ties to Germany, to source chillies from local farmers.

Strengthening the **East African Business Council**, the **East African Architects Association** and the **African Union** with respect to trade policy and business advocacy. Following ITC training activities, policymakers and private sector representatives showed increased awareness about services integration, particularly with regard to the cross-border movement of professionals (see case study).

Supporting the development of sustainable South-South business relationships in the **cotton sector**. ITC continued its policy-level work with African regional economic commissions in western, central, and eastern Africa, equipping them to support the implementation of their respective cotton-to-clothing supply chain strategies. Three national cotton-to-clothing strategies have been developed in Cameroon, Zimbabwe and Côte d'Ivoire.

## Broader South-South links

Working with cotton-sector TSIs and SMEs through the **Trade Promotion and Value Addition for African Cotton** project. ITC capacity building efforts in trade promotion, partnership building, quality control and contamination reduction have facilitated direct exports worth US\$6.3 million from Malawi and Tanzania to Bangladesh and Vietnam in 2014. Total sales facilitated by the programme now amount to US\$12.9 million. The year 2014 marked the second season of direct sales to Bangladesh, confirming that ITC-facilitated linkages are being sustained on a purely commercial basis.

Organizing 23 training sessions aimed at improving textile quality and productivity that led to exports of hand-woven fabrics from West Africa to Europe, Japan, Ghana and Nigeria.

Working with China's Ministry of Commerce to **enhance the capacities of Asian LDCs** to participate in trade with China (see case study).

Designing and initiating the **Supporting Indian Trade and Investment for Africa (SITA)** project. This innovative project aims to help realize some of the enormous untapped potential for more trade and investment in a more diversified range of goods and services across the Indian Ocean. Targeted interventions could help African countries diversify their currently commodity-heavy export basket to India. In this context, the SITA project seeks to address the challenges that five East African countries – Ethiopia, Kenya, Rwanda, Uganda and the United Republic of Tanzania – face in using export diversification and growth to drive sustainable development. A series of multi-stakeholder conferences involving public and private sector participants from the African countries as well as India have been held to identify priority sectors in each country that will benefit from support under the project.

# CASE STUDY

## China helps Asian LDCs boost trade capacity



ITC is working with the Chinese government to help equip small and medium-sized enterprises (SMEs) from six Asian least-developed countries (LDCs) with the awareness and technical knowledge they need to take full advantage of preferential access to the continent's largest market.

China is already the world's biggest market for LDCs, accounting for nearly a quarter of all merchandise exported by LDCs in 2013 - worth some US\$59.4 billion - albeit with oil and other mineral products accounting for almost nine-tenths of the total.

Beijing extended duty-free, quota-free market access to LDCs on 95% of its tariff lines in 2013, according to the World Trade Organization, and has announced its intention to expand this coverage to 97% of products by 2015. But tariff-free access alone is often not enough to jumpstart trade – especially for SMEs, which struggle to understand prospective markets, connect to buyers and comply with still-mandatory non-tariff measures. They must also bear the fixed costs these entail.

Khemmani Pholsena, minister of industry and commerce of Lao PDR, has noted that her country's exports to neighbouring China were a modest US\$2.7 billion in 2013 despite a variety of tariff preferences. 'This might reflect two possibilities: one is the exporting country's domestic supply

side constraints and the other is the importing country's domestic regulation restrictions as well as non-tariff barriers,' she said.

***“China has become the largest economy in the world in purchasing power terms. This creates enormous export opportunities for neighbouring developing countries”***

Sylvie Bétemps Cochin, ITC project manager

Building supply capacity and overcoming trade obstacles could create virtuous circles of production, trade growth and job creation, especially where SMEs are concerned. In Asia, SMEs account for more than 90% of businesses and 80% of the workforce. The more they are able to connect to regional value chains, the greater the potential for job creation and broad-based income growth.

This three-year project, launched in 2014, seeks to diminish the obstacles SMEs from the six LDCs face in penetrating the Chinese market through a combination of customized information about trading with China, capacity building and facilitating direct contact with potential Chinese partners and buyers.

To accomplish these objectives, ITC is partnering with trade and investment support institutions such as chambers of commerce and trade promotion organizations in Afghanistan, Bangladesh, Cambodia, Lao PDR, Myanmar and Nepal. This is being done to help SMEs build familiarity with Chinese import regulations, customs procedures, certification requirements and market entry strategies.

This project is funded by China's Ministry of Commerce (MOFCOM), which is responsible for trade, investment and international economic cooperation, underscoring the growing role that emerging economies play in trade-related technical assistance. Through this project, China is serving not only as an engine of economic growth, but also as a



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1.-3. Seminar on enhancing export capacity in Cambodia, Lao PDR and Myanmar for trade with China, Nanning 4.-6. LDC study tour participants visit Chinese companies



leader facilitating regional trade integration at the business-sector level.

Key steps in the project include demand-side surveys in China and supply-side surveys in the Asian LDCs; the creation of an awareness-raising roundtable on export potential and trade-related constraints vis-à-vis China; training workshops and advisory support on Chinese market conditions and requirements; and participation in trade fairs and other business-to-business events. An additional study looked at how businesses in Cambodia, Lao PDR, and Myanmar – the three LDC members of the Association of Southeast Asian Nations (ASEAN) - stand to be affected by the bloc's free trade agreement with China.

SMEs in the LDCs will benefit from customized trade-related information including a business guide book; match-making events to connect with potential buyers and investors; and field visits and participation in trade fairs in China.

The capacity of trade support institutions in the Asian LDCs to support their local SMEs in making inroads into China's vast market will be enhanced through more targeted information and SME-specific tools to disseminate more widely in their countries.

The project has already brought together ministers and top public and private sector representatives from China,

Cambodia, Lao PDR and Myanmar in the southern Chinese city of Nanning to explore opportunities to bolster trade and development and discuss practical ways to support SMEs. Gathering on the sidelines of the China-ASEAN Business Summit, they discussed issues such as trade facilitation, customs procedures and best practices with regard to standards, labelling and certification requirements.

At the Nanning meeting, U Zaw Min Win, vice president of the Union of Myanmar Federation of Chambers of Commerce and Industry, said the SMEs making up the overwhelming majority of businesses in Myanmar struggle to understand Chinese import rules and regulations. Additionally, many would-be exporters suffered from a lack of timely market information. ITC could make valuable contributions through training programmes and the provision of trade-related information, he suggested.

Looking ahead, ITC project manager Sylvie Bétemps Cochin observed that 'China has become the largest economy in the world in purchasing power terms. This creates enormous export opportunities for neighbouring developing countries. It has become a strategic market for Asian LDCs to gradually integrate into international value chains, and serves as an incubator for export expansion and diversification.

'This innovative south-south cooperation project should facilitate new connections between Chinese enterprises and SMEs in Asian LDCs and lay the groundwork for greater participation by SMEs in continental commerce.'

## Funder

China

# CASE STUDY

## Agreement on free movement of service providers enhances economic integration in East Africa

Cooks, accountants and other services-sector workers in East Africa will soon be able to easily work across national borders in the region after approval of a position developed by the East African Business Council (EABC) with assistance from ITC.

'This is a major milestone for businesses in the East African Community (EAC), creating new opportunities,' said Andrew Luzze, EABC's executive director. 'Once implemented, the measure will also contribute significantly to the competitiveness of EAC services companies, which will as a result be able to compete more successfully in markets outside East Africa as well.'

The governments of Kenya, Tanzania, Uganda, Rwanda and Burundi had committed to phasing in services trade liberalization measures between 2010 and 2015, in line with the EAC's Common Market Protocol. However, much of the market-opening has effectively been thwarted by differences among member countries on the ability of service providers from elsewhere in the EAC to work in their countries. 'Without the temporary movement of people between countries, many services cannot be provided,' Luzze explained.

As EAC member countries could not overcome the deadlock, services integration has progressed more slowly than anticipated. While services trade growth has been impressive, there is a lot of unrealized potential, according to Angela Becaty, a services trade expert based in Tanzania.

Currently, companies from within the EAC often cannot fulfill contracts they win in neighbouring countries, because of cumbersome rules for bringing their workers across borders, Becaty said. A Ugandan engineering firm, for instance, recently won a bid to construct a bridge near the border in Tanzania but was subject to prohibitive fees when bringing its workers and engineers to the construction site, she added.

ITC, in tandem with development partners including the German Agency for International Cooperation (GIZ) and the

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Andrew Luzze, Executive Director, East African Business Council

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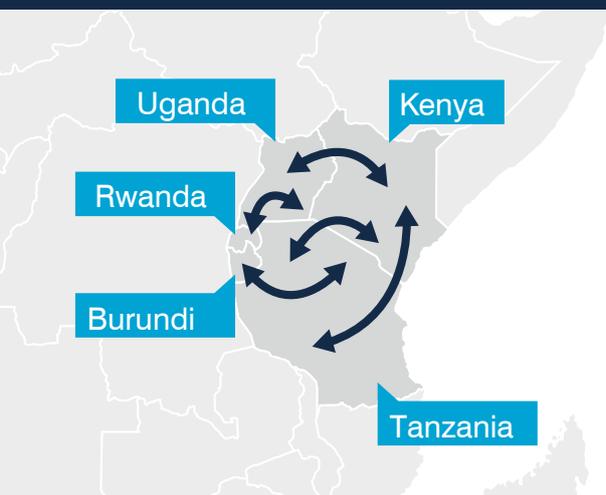
Africa Capacity Building Foundation, provides assistance to the EAC on implementing services trade opening in line with the original intention. While GIZ had been assisting the EAC Secretariat, ITC worked with the EABC, the apex body of private sector business associations in the region, on building the business case for integration.

The position paper tabled by the EABC, backed up with advocacy in all the countries at the national level, carried the day and swayed various EAC committees and eventually the Council of Ministers. They agreed to modifications to the Common Market Protocol that would explicitly clarify the rights of service providers to work across the EAC. As a next step, the countries will start formal negotiations to have this reflected in the treaty, indicated Adrian Njau, trade economist at the EABC.

### Public-private dialogue

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During the advocacy campaign the EABC, with support from ITC, organized a regional public-private dialogue followed by national consultations in member countries. To better articulate business concerns in a unified voice, the EABC engaged private sector stakeholders to gauge their priorities. EABC and ITC also organized trainings to help the business community understand how trade negotiations were conducted and how the private sector could influence the process. The training activities revealed there had been very little consultation at the national level between the public and private sectors, reported Ben Czarnik, ITC project manager.



### Supporting the business sector voice in policy making

Public-private dialogue is the cornerstone of ITC's approach to trade policy formulation. In order for trade policy to be effective and bring the desired benefits to exporters, public and private sector representatives must work in coordination at the sector, country and regional levels. ITC supports developing countries in creating platforms for this dialogue and in facilitating the engagement of the private sector in various policy areas affecting trade. These include export strategy formulation, accession to the World Trade Organization (WTO), trade facilitation and regional integration.

'Furthermore, the business community had not seen the link between these negotiations and their ability to do business throughout the region,' he said.

Once they understood the potential impact of the changes, the business community began lobbying for them.

'The EAC treaty clearly stipulates that the integration process should be driven by the private sector, and that the agreements entered into should benefit the private sector,' Czapnik said. 'This is now happening.'

### Funders

Canada, China, Denmark, Finland, France, Germany, India, Ireland, Norway, Sweden, Switzerland



# Connecting to value chains: SME competitiveness, diversification and links to export markets

With about 80% of world trade taking place within value chains and fully 60% of world merchandise trade accounted for by intermediate rather than final products, opportunities await small and medium-sized enterprises (SMEs) that can boost their international competitiveness and tap into international supply chains.

ITC works to boost SME competitiveness and supply capacity by improving supply chain management as well as marketing and branding. It helps companies tap into international markets by facilitating business contacts and by enabling them to comply with standards and technical regulations.

## KEY RESULTS IN 2014:



**517** companies assisted to formulate international business strategies (+100% from 2013)



**957** enterprises transacted business as a result of ITC support (+45% from 2013)



**362** women-owned enterprises reported improved competency in export-related operations



**1 001** businesses enabled to become export ready

ITC worked with 75 trade and investment support institutions (TSIs) to deliver supply chain management courses to more than 3,000 participants. Employees of 525 enterprises successfully completed exams and were certified by the **Supply Chain Management** project for a wide range of skills aimed at making enterprises export ready. In Kenya, for example, thanks to training in lean methodology, three agri-processor SMEs boosted productivity by identifying and stripping out inefficiencies in their production processes (see case study).

ITC's **Modular Learning System for Supply Chain Management (MLS-SCM)** programme groups a suite of supply chain management training modules and certifications aimed at helping developing country firms, especially SMEs, build knowledge and skills for export readiness. New modules on packaging and SME-specific issues were added to the curriculum in 2014.



1. Workers at Nazik textile factory, Kyrgyzstan 2. Cashew production, the Gambia 3. IT sector worker, Bangladesh

ITC continues to work with the International Organization for Standardization (ISO) to tailor information on standards to developing countries to facilitate compliance with technical and ISO standards. A bulletin was published to explain the content of ISO Standards for Social Responsibility (ISO 26001) to stakeholders and a guide on Energy Management Systems (ISO 50001) was published in English, French and Spanish.

### Connecting SMEs to local, regional and global markets

The launch of a new phase of ITC's **Export Competitiveness Programme (NTF III)** focused on enhancing the competitiveness of the information technology and IT-enabled services sector in Bangladesh, Kenya and Uganda; the tourism industry in Myanmar; the coffee sector in Uganda; and the avocado sector in Kenya.

ITC facilitated collaboration between the **Tanzania Horticultural Association** and the **Hotel Association of Tanzania** to connect the country's tourism industry to local fruit and vegetable producers.

In collaboration with the **World Intellectual Property Organization**, ITC advanced work to assist Zanzibar to improve the branding and market positioning of its spices (see case study).

In western Africa, ITC built on past work to strengthen the Gambian cashew nut and sesame industries. Strategies were launched for both sectors in June alongside the setting up of the **Gambia Trade Information Centre**.

In **Morocco**, ITC facilitated exports of processed, especially halal-certified, foods to Malaysia by organizing a study tour to Malaysia for Moroccan companies. This included participating in the Malaysia International Halal Showcase, the world's biggest halal trade fair.

In Central Asia, ITC worked to bolster the export competitiveness of the textile and clothing sector in

**Kyrgyzstan** and **Tajikistan**. This was done through trade fair participation and capacity building on productivity and standards compliance. ITC helped 20 SMEs in Tajikistan conclude export contracts worth a total of US\$3 million in 2014. An additional 22 companies in Kyrgyzstan concluded contracts worth US\$4.7 million.

In Nepal, ITC worked on a strategy with the **Nepal Pashmina Industries Association (NPIA)** to prepare the ground for Nepalese pashmina producers to increase exports and market visibility.

In **Fiji**, ITC worked with the government to support its agricultural industry. A new mobile application for farmers improved their access to crop and livestock data. The project developed an app that makes it easy for agriculture ministry officials to collate prices for 40 types of farm products sold in municipal markets and disseminate the information countrywide.

In **Cambodia**, the High Value Silk project, where ITC aids small social enterprises in the silk industry to improve their technical and marketing skills, helped SME beneficiaries' profits rise as much as 30%. New export sales worth US\$150,000 were secured in 2014 and many beneficiary SMEs reported increases in employment thanks to new export orders.

ITC worked with the **Standards and Trade Development Facility (STDF)**, a multi-agency partnership housed at the World Trade Organization, to enable more than 320 Sri Lankan food producers improve their capacity to comply with sanitary and phytosanitary (SPS) measures. This allowed them to obtain better prices and provide safe, high-quality fruit and vegetables to meet local and international demand.

# CASE STUDY

## ITC creates brand for Zanzibar cloves, chillies and cinnamon



*“The strategy is to provide a higher margin for farmers. This improves their standard of living, giving them better housing and ability to purchase consumer items.”*

Julian Raphael, Permanent Secretary  
Ministry for Industry, Trade and Marketing, Zanzibar

Mzee Mussa used to sell his chilli peppers by the roadside to local passers-by and the occasional tourist in the northwestern tip of Unguja, Zanzibar’s central island. His spices will soon be available in major hotels across the province and he will earn a third more money. The difference: branding.

The Zanzibar State Trading Corporation is set to launch the island’s first-ever product line of local spices, Zanzibar Exotic Originals, with packaging and branding designed by ITC. The spices will initially be marketed to tourists on the island, then the Tanzanian mainland, and eventually exported to neighbouring countries and markets further afield.

‘By branding these products, we are realizing their real profit potential,’ said Nasor Mazrui, Zanzibar’s minister for industry, trade and marketing. ‘The people of Zanzibar will realize the full benefit of branding, to add value.’

The Zanzibar-branded spices are calculated to appeal to visitors. ‘Tourists who come to the island are interested in buying high quality local products, and the new product line meets that demand,’ said Julian Raphael, permanent secretary at the ministry.

Working with a range of stakeholders including government officials, growers and the hotel sector, ITC helped develop a positioning strategy and brand for the island and its spice products. It sourced bottles and appropriate labelling technology - a simple hand-cranked device capable of labelling a thousand bottles a day – and arranged for labels and boxes to be printed in the region.



While Zanzibar is best known for its cloves and chillies, other spices such as cinnamon and pepper will be part of the future product line, for which local producers have been sourcing quality organic spices.

‘A full kit has a lot more appeal than a single spice,’ said James Howe, who leads the ITC practice area on marketing and branding. Diversifying into other spices makes farmers less dependent on a single crop and its fluctuating price, he said.

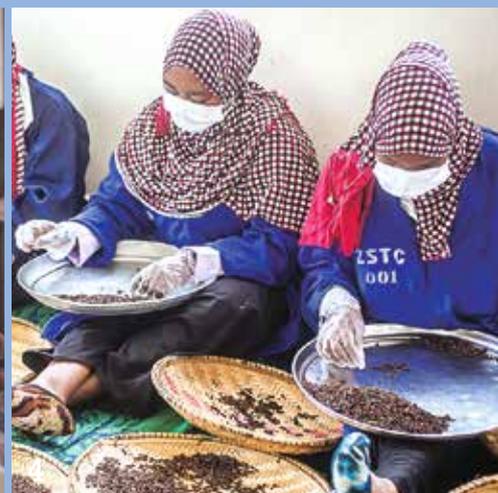
Crucially, Mussa, a father of four young children, will get more of the upside as well. Middlemen who used to buy some of his chillies would mark it up three to four times before and sell it on to hotels or tourists.



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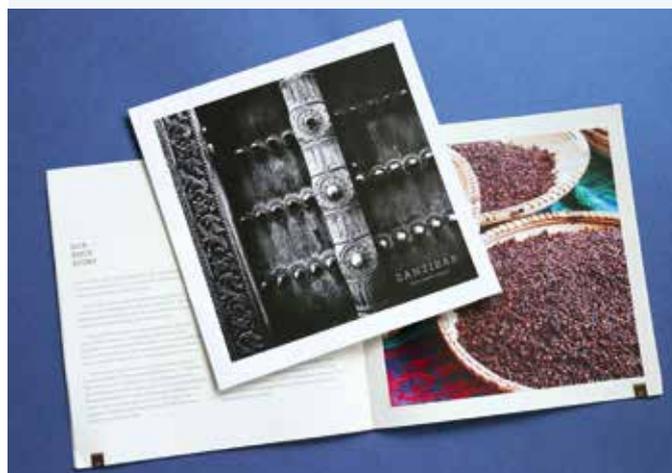
1. Cloves growing in Zanzibar 2.&3. Branding Zanzibar spices 4. Workers picking through spices to remove impurities, Zanzibar

### What's in a brand: minarets, door carvings and spices

The brand concept of Zanzibar Exotic Originals is inspired by Zanzibar's historic role as a major trading port between cultures and continents. Spices symbolize the mystique of the ages, the essence of village life and the islands' trading heritage. The minaret design draws on the Arabic and Indian architectural influence on the island. Its shape is derived from the world-famous beautifully carved doors of Zanzibar. The name is flexible enough to accommodate local soaps and other non-spice products in the future.

*'The name, Zanzibar Exotic Originals, expresses the heritage of Zanzibar and the vitality of both spice farming and trade to the life of Zanzibar's people and the future of the islands. When you buy Zanzibar Exotic Originals you are buying a taste of Zanzibar's unique, exotic culture. You are also buying a guarantee of the authentic, organic nature of the produce. You are buying the smile of the children in the villages where the cloves and spices are grown.'*

(from Zanzibar Exotic Originals booklet)



### Branding for higher margins

Growers in developing countries, most of them small businesses, typically earn less than 10% of the final price of primary goods. The largest proportion of the revenue and the highest margin are captured by importers and retailers. On the other hand, when products are differentiated through strong branding the balance shifts in favour of growers. To secure and sustain a market position in higher value-added products and services, a country's exports must be not only competitive but clearly differentiated through recognizable branding.

'The strategy is to provide a higher margin for farmers,' Raphael said. 'This improves their standard of living, giving them better housing and ability to purchase consumer items.'

A next step in distinguishing spices is to register a geographical indication for cloves, the islands' dominant export crop, a project in which the World Intellectual Property Organization is assisting the government, Raphael explained.

'We still have a lot to do in terms of scientific identification,' he said. 'Also, people need to see that these products are organic, have been prepared and packaged properly, as part of a hygienic process. All of this needs resources, so we welcome donors to assist us in adding value.'

### Funders

Canada, China, Denmark, Finland, France, Germany, India, Ireland, Norway, Sweden, Switzerland

# CASE STUDY

## Public-private partnership helps Kenyan SMEs boost productivity



Employees at Mace Foods, a small company based in Kenya's western highlands, have nearly doubled the rate at which they package dried chillies and vegetables for export to Europe, following training and advisory services in so-called 'lean' production methodologies organized by ITC.

Together with two other Kenyan small and medium-sized enterprises (SMEs), the firm has improved production efficiency and reduced delivery times. This was accomplished by reforming manufacturing and internal logistics processes to strip out inefficiencies such as unnecessary movements and waiting periods.

For Mace Foods, the economic rewards of lean methods are clear: prior to implementing lean principles in July 2014, each operator was able to pack 24 sachets of produce every hour. Now they pack 46 per hour, a 92% increase. The number of defective products has effectively dropped to zero.

Talking about what lean production represents for her company, Margaret Komen, Mace's chief executive officer (CEO), said uncertainty about processes has been replaced by a set routine.

'It means we have systems in place,' she said. 'I know if an order comes, there is a checklist that is followed and the procedure is followed and I'm sure the order is delivered.'



Between June 2014 and January 2015, Komen and her factory manager joined management teams from fellow SMEs Greenforest Foods and Stawi Foods and Fruits in three workshops. Led by Robert Bosch GmbH, the German multinational engineering and electronics company, in partnership with ITC, the workshops' objective was to equip participants to analyse processes, recognize areas for improvement and make appropriate adjustments.

'Lean looks at how to improve your processes without investing in huge amounts of machinery or equipment to improve productivity,' explained Hong Siew Lim, programme manager of the ITC Modular Learning System in Supply Chain Management. 'It's about looking at how to reduce bottlenecks, simplifying processes or even reducing duplication or unnecessary waiting time.'

For example, setting up controlled and defined stock levels enables faster delivery to customers. Rearranging a factory layout to reduce time and effort needed to move material around results in increased efficiency.

### Results of leaner processes

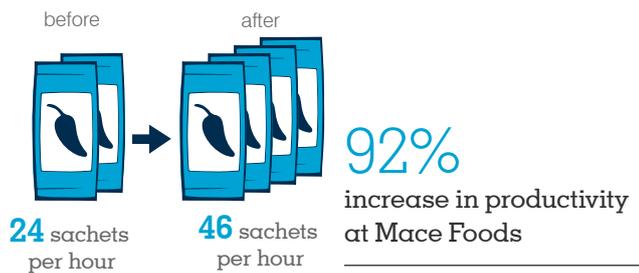
At Mace Foods, order lead time – measured from when an order is received until a product is dispatched – for dried chillies and vegetables dropped from more than four days to less than a day, while the number of orders and sales increased.

Meanwhile, at honey-packaging company Greenforest Foods, packing production improved by 28%. Employees used to scoop honey from buckets into individual jars, a slow and laborious process, before using a scale to weigh and adjust the amount of honey in the jar. Switching to buckets equipped with simple gauges enabled them instead to fill jars easily, as if from a tap, while simultaneously weighing each jar to get the right quantity. Both time and physical effort on the part of employees were substantially reduced: where operators previously packed just over seven one-kilogram cartons per hour, they now pack nearly 10. Order lead time dropped from 13 hours to 7.3 hours.



1. Greenforest Foods honey on a supermarket shelf 2. Workers at Greenforest Foods pack and label honey 3. Packaging dried vegetables at Mace Foods 4. Bosch project leader delivering lean methodology training, Kenya

For its part, Stawi Foods and Fruits, a food-processing company specializing in porridge flours, slashed lead time from seven days to one day after establishing controlled stock levels. The time required for an operator to fill a one-kilogram packet of flour decreased from one minute to 30



seconds after the introduction of a standard one-kilo scoop.

‘The SMEs take complete ownership of the measures that we define in the workshops,’ said Georg Nicola, the Bosch project leader. ‘We teach some methods, but then the participants take over and apply them to their own environment. We go together on the shop floor and actually practice these methods, so it helps them to identify potential to improve their processes and reduce waste, as well.’



## Creating a sustainable difference

The effects of the lean methodology training are set to go well beyond these three SMEs. Representatives of the Kenya Institute of Supplies Management (KISM), a national body dedicated to promoting best practices in supply chain management, also participated in the workshops, developing the capacity to train and advise other businesses on improving production and order-fulfilment processes. KISM will serve as a multiplier for spreading lean methodology-based improvements among SMEs in Kenya.

‘Every large corporation was an SME at one point or another,’ said Hedwig Nyalwal, CEO of KISM. ‘So we are optimistic that the SMEs that are participating in this now will grow and continue to practice the lean techniques and perfect them. We’ll be there to work with them.’

Bosch and ITC partnered with KISM and the Karlsruhe Institute of Technology in Germany to organize the workshops as part of the ITC ‘Promoting Intra-regional Trade in Eastern Africa’ project in Kenya.

Bosch and ITC plan to offer this lean enabling methodology in other countries while working with local partners to ensure continuous improvement in processes and increased competitiveness of SMEs.

Funder

Finland

In partnership with

Robert Bosch GmbH, Karlsruhe Institute of Technology





1.&2. PalTrade client companies in the State of Palestine 3.&4. At the China International Fair of Trade in Services, Beijing

ITC built on its longstanding work to benchmark and compare TSI performance through the new **Assess Improve Measure (AIM) for Results methodology** (see case study). Under the programme, ITC works with TSIs to assess their organizational effectiveness and develop customized multi-year plans to comprehensively and measurably upgrade managerial, operational and service delivery performance. ITC worked with a dozen TSIs in Asia, Africa and the Caribbean in 2014 to start the AIM for Results process.

ITC further refined its **TSI benchmarking web platform**. Benchmarking is the first step of the AIM for Results process; the improved web platform will help TSIs understand their compare their own performance to that of their peers.

In partnership with the United Nations Development Programme (UNDP), ITC continued to support **PalTrade, the State of Palestine's trade promotion organization**, to improve the portfolio of services it offers Palestinian companies with export potential. In 2014, ITC increased the capacity of PalTrade to carry out diagnostics of some 59 enterprises. PalTrade can now conduct supply/demand side analysis which helps enterprises in their network to connect with buyers.

ITC is using the Internet to expand the reach – and reduce the costs – of its training and advisory services. ITC's **SME Trade Academy**, launched in spring 2014, offers a growing number of integrated online courses for trade advisors and SMEs, as well as for ITC staff. In 2014, over 2,500 courses were delivered to more than 1,000 participants.

With services accounting for a large and growing share of value addition in global trade, ITC **increased its emphasis on helping services sector companies connect to international markets**. One focus in 2014 was support for coalitions of services industries in the Philippines, Uganda, Indonesia, Colombia, Rwanda, Tanzania and Estonia. These coalitions are umbrella organizations that group together services firms and business associations, which together can play a critical role in helping policymakers understand

the complex policy and regulatory issues at stake in building competitive, thriving services sectors. Effective services coalitions representing a wide range of stakeholder interests make for smarter policymaking and improved business competitiveness. ITC supports the strengthening of national service industry coalitions to support service industry expansion, attract investment and encourage trade in services. In addition, ITC worked with business groups to facilitate public-private dialogue on services issues in the Asia-Pacific region and in Africa.

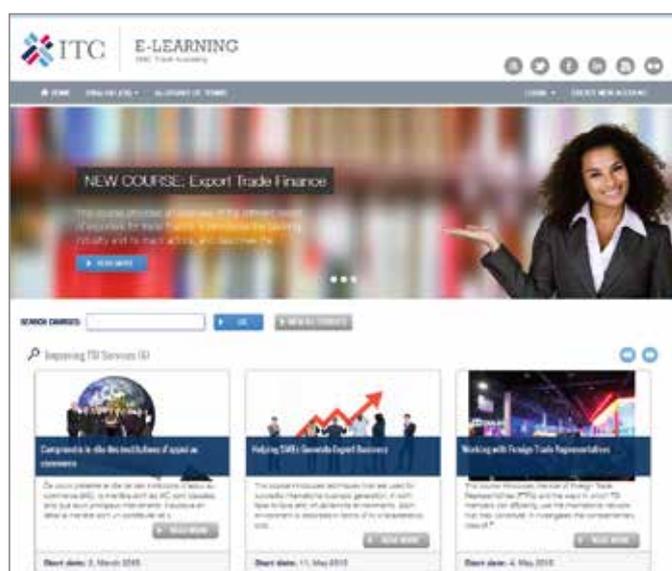
ITC launched its **Global Services Network**, which connects 800 stakeholders in services trade from around the world. Through fortnightly email alerts, it disseminates intelligence designed to increase developing countries' participation in global services trade.

A seminar at the World Trade Organization in May brought together more than 100 services trade policymakers and experts to share success stories and challenges with least developed country (LDC) participation in services trade. The well-received event spurred funding for a series of six LDC-oriented workshops on specific services trade topics in 2014 and 2015 to help participants reap the potential benefits of services trade.



# CASE STUDY

## SME Trade Academy rolls out ITC courses around the world



The SME Trade Academy, ITC's new online learning centre for small and medium-sized enterprises (SMEs) and the institutions supporting them, signed up more than 1,000 students within six months of its launch last spring.

'I enrolled in this course to improve my knowledge in supporting enterprises and understand where the main focus areas for our activities should lie,' said Serign Aliou Diop, the 1,000th participant to enroll in the Trade Academy. Diop, the head of export environment and trade facilitation at the Senegal Agency for Export Promotion (ASEPEX), took the course titled 'Understanding the Role of Trade Support Institutions' in French.

The platform is a one-stop training portal for trade and investment support institutions (TSIs) and SMEs, offering practical, vocational training online. It offers courses ranging from export marketing to supply chain management and access to finance for SMEs. The number of courses and services will constantly evolve to offer a comprehensive curriculum addressing the particular needs of ITC clients and partners.

'As I went through the course I asked myself "why I had not been given this opportunity before",' said Diane Sayinzoga, trade development division manager at the Rwanda Development Board (RDB). She took the 'Introductory Programme on Trade Development for TSIs' course in August.

Following the course, Sayinzoga began segmenting exporters reaching out for trade support according to their expressed needs so that she and her colleagues could provide more targeted assistance. She has already enrolled in the advanced course on value chain management and will be checking back regularly to see what new courses are offered. With over 50 enrolments, RDB has been the most active TSI on the new learning platform.

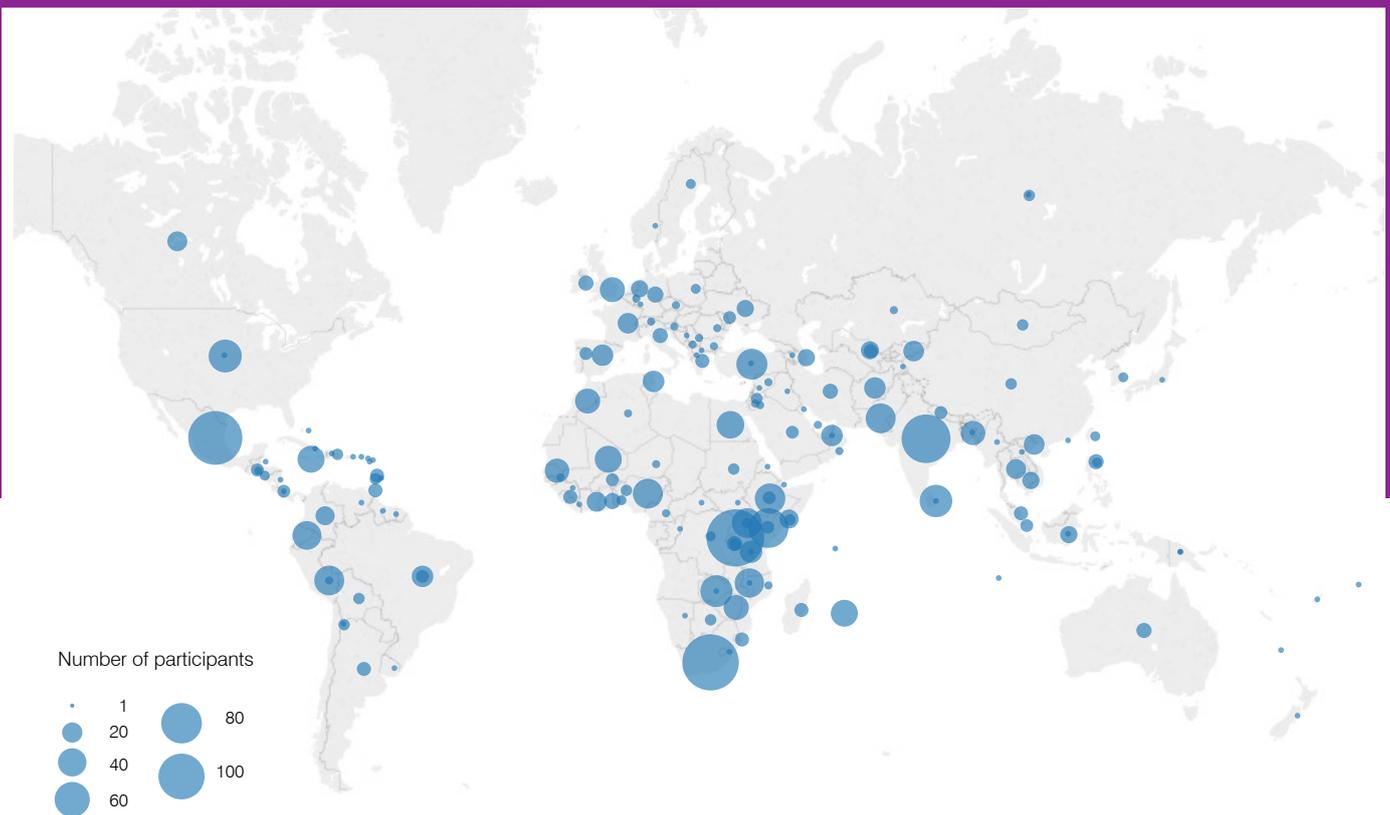
### Increasing reach, cutting carbon footprint

The online learning platform will allow ITC to reach a higher number of trade advisers, TSIs and SMEs than has been possible through traditional courses. In 2013 over 15,000 beneficiaries participated in face-to-face training activities. Thanks to the SME Trade Academy, ITC expects 20,000 course participants by 2017. Students from 120 countries have enrolled in the online courses so far.

'We will be able to reach more people in more countries and at the same time cut down on travel costs and decrease our carbon footprint,' said Raphaël Dard, e-learning manager at ITC. 'The courses will allow ITC to reach out to countries where demand for technical assistance is increasing but which may not be benefitting from specific ITC projects.'

In many cases the online courses will complement face-to-face workshops by offering preparation and follow-up courses, Dard added. This will improve workshop participation quality and ensure that assistance is sustained.

Just under one-third of participants reported spending more than four hours per week with the material, with another 38% saying they spent approximately four hours – the target set by ITC for students. Many students are also active



1. Geographic breakdown of SME Trade Academy participants, 2014 2. Online course on supply chain management 3. Shooting an online course video



participants in the discussion forums offered alongside each course. Close to 40% of participants reported to have learned from peer-learners, rather than exclusively from the material and the tutor.

The SME Trade Academy will in time provide three types of online courses categories: two-week short courses, five- to eight-week advanced courses and full certificate programmes lasting up to eight months. Tutors include ITC subject matter experts as well as external guest instructors, globally recognized experts in their field.



Courses are free, while writing exams to obtain certification will cost from US\$20 to US\$500, with financial assistance available for candidates from least developed and developing countries as well as transition economies.

## Funders

Canada, China, Denmark, Finland, France, Germany, India, Ireland, Norway, Sweden, Switzerland

# CASE STUDY

## Helping trade and investment support institutions AIM higher



*“Exporting in a competitive, globalized economy is a challenging task, so they demand our best. ITC’s benchmark report is a powerful tool to help us determine we have advanced in the right direction towards becoming a high-performance organization”*

Jorge Sequeira, then-CEO of PROCOMER

Based on the dictum that what is not measured cannot easily be improved, ITC has for years been working with trade and investment support institutions (TSIs) around the world to help them identify their respective strengths and weaknesses and see how they match up against their peers.

This comprehensive benchmarking exercise assigns TSIs a score between zero and 100 based on some 225 performance indicators covering everything from their governance to the services they offer. It has helped agencies, especially trade promotion organizations (TPOs), understand where they need to improve to meet global best practices.

### BENCHMARKING



Leadership and Direction



Resources and Processes



Products and Service Delivery



Measurement and Results

Pamela Coke-Hamilton, executive director of the Caribbean Export Development Agency, has worked with five trade promotion organizations in the Caribbean region on the benchmarking exercise. ‘Not only has it assisted in the identification of areas of strength but also in pinpointing specific areas for improvement based on international best practices,’ she said.

### Assess, Improve, Measure

In 2014, ITC took this benchmarking work to the next level. Under the ‘AIM for Results’ project, interested TSIs are building long-term relationships with ITC aimed at embedding sustained, measurable improvements in their operational effectiveness. The ultimate goal is to help small and medium-sized enterprises (SMEs) in developing and transition economies to increase export value.

The two- to three-year process starts with an ‘Assessment’ phase that includes ITC’s benchmarking analysis of performance. Using that analysis, ITC works with the TSI to develop a customized plan, the Performance Improvement Roadmap, to address the weaknesses identified. The plans target managerial and operational issues as well as the formulation and delivery of each TSI’s portfolio of services. The plans are tailored to respond to the wide differences in the maturity of trade support institutions across the globe. This ‘Improvement’ phase uses information and technical advisory solutions to deliver sustained improvements.

Finally, a ‘Measurement’ phase quantifies the success the changes have had in enhancing the organization’s capabilities. A key priority for this stage is ensuring that the organization shifts towards effectively measuring what is important not only to analyse results, but to help them continuously upgrade their services.

In short, AIM for Results helps TSIs understand their own managerial and operational performance. In this way they can achieve measurable improvements in their service delivery to clients, especially SMEs aspiring to or beginning to connect to international value chains.

### 12 TSIs already implementing AIM for Results

By the end of 2014, 12 TSIs were implementing AIM for Results, in countries including Bangladesh, Benin, Burkina Faso, Mauritius, Morocco, Sri Lanka, Zambia and Zimbabwe, as well as several Caribbean nations. While they are all at different stages of implementation, a consistent



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1. At the offices of PROCOMER, Costa Rica's trade promotion organization 2. AIM Workshop, Zambia 3. Performance Improvement Roadmap training workshop, Sri Lanka

priority has been to create greater awareness about the importance of using results and impact measurement to understand, improve and manage their respective performance.

Enterprise Mauritius, which had already made changes based on its 2012 benchmarking, was keen to take even bigger strides in improving its performance. In 2014, ITC worked with it to prepare a phased improvement roadmap. By year-end, Enterprise Mauritius had completed a strategy development workshop and was honing its strategy. Under the AIM process, TSIs write their own strategy documents to ensure they develop capacity for sustainable change; ITC helps facilitate strategy development. Zambia's trade promotion organization, benchmarked in 2014, is also working to prepare its strategic plan.

The Caribbean Export Development Agency has been working with ITC to conduct benchmarking exercises with TPOs in the Caribbean Forum (CARIFORUM) region. Jamaica and Belize were benchmarked in 2014, bringing the number of Caribbean agencies that have been assessed to five.

'The process of benchmarking and assessing five of CARIFORUM's trade promotion organizations has been an important project for the Caribbean Export Development Agency,' said the regional trade and investment promotion agency's Ms. Coke-Hamilton. 'TPOs are an important partner for Caribbean Export and we are as committed as they are to bridging these gaps with new strategies which have been tried and tested at the international level.'

'Collaborating with ITC in this valuable exercise has laid the foundation to extend our partnership with TPOs, building their capacity to better serve the region's private sector as we work together to maximize the region's export performance.'

Nearby Nicaragua and Costa Rica were also benchmarked, with Costa Rica's agency, PROCOMER, receiving some of the highest scores across all areas of operation. While

PROCOMER's scores make it a model for others around the globe, it is working to implement several ITC recommendations to become even more effective.

'We work very hard every day to improve our performance and the quality of services we provide our clients,' said Jorge Sequeira, who was CEO of PROCOMER during part of the reform process. 'Exporting in a competitive, globalized economy is a challenging task, so they demand our best. ITC's benchmark report is a powerful tool to help us determine we have advanced in the right direction towards becoming a high-performance organization.'

When trade promotion organizations are more effective, it translates to greater exports, which tends to mean more and better jobs. At a time when governments everywhere are feeling fiscal pressure and looking to exports as a driver of growth, TSIs need to be able to do more with less even as their SME clients' needs grow more complex amidst the emergence of new markets and private standards. Investing in TSIs can yield high returns: by one estimate, each dollar increase in trade promotion budgets can result in US\$200 of additional exports.

Over a five-year period, AIM for Results will assist some 50 TSIs to better serve the needs of their clients.

### Funder

Canada, China, Denmark, Finland, France, Germany, India, Ireland, Norway, Sweden, Switzerland



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# Promoting and mainstreaming inclusive and green trade

Increased trade and growth alone are not sufficient to improve livelihoods. The benefits of trade do not automatically reach vulnerable groups such as women, young people or marginalized communities. In certain cases – especially when the complementary policy framework is weak – trade growth may even place excessive costs on the environment.

While maintaining its focus on demand-led initiatives, ITC works with clients to integrate sustainable development objectives such as inclusivity and environmental sensitivity into all of its trade development programmes.

## KEY RESULTS IN 2014:



**US\$5.6 million** worth of letters of intent to export signed by 44 women entrepreneurs at the Women Vendors Exhibition and Forum



Job security for some **1 600** people, mostly women, through the Ethical Fashion Initiative



**400%** projected increase in exports of Peruvian sacha inchi oil to the United States following a key food safety approval facilitated by ITC



1.&2. Farmers from Lao PDR on organic production study tour to Thailand 3. B2B meetings at the Women Vendors Exhibition and Forum, Kigali

## Green trade

ITC continued to expand its investments in promoting green trade, sustainable sourcing and minimizing trade-related biodiversity loss. An expanded **Trade & Environment Programme** was launched at the beginning of the year.

In **Peru**, ITC provided technical support for sachu inchi oil, extracted from a nutrient-rich 'superfood' cultivated by smallholder farmers in the Amazon basin, to receive a key food safety approval in the United States of America, paving the way for greater exports to the US market and higher incomes for the farmers and SMEs (see case study).

In **Kenya**, ITC projects facilitated energy audits at two tea factories collectively owned by tens of thousands of smallholders. The audits allowed the factory directors to invest in energy (and thus cost) savings.

In **Uganda**, more than 90 managers from 15 tea factories and six flower farms were trained in climate change mitigation and energy efficiency. This led to energy savings in the participating factories.

In **Lao PDR**, ITC facilitated a study tour of farmers to Thailand, where participants were able to enhance their understanding of organic vegetable production and marketing while exchanging experiences with their Thai counterparts. As a result of this project, 61 farmers received organic certification from the Lao Certification Body, enabling them to sell at a 60% premium to non-organic products.

## Women and trade

The second phase of ITC's **Women and Trade Programme**, focusing on empowering women through trade-linked employment, was launched in 2014. It achieved some encouraging results within the year:

Forty-four women entrepreneurs signed letters of intent to export, worth over US\$5.6 million, at ITC's **Women Vendors Exhibition and Forum (WVEF)** in September in Kigali, Rwanda.



Responding to the potential for women-owned businesses to receive more than their current 1% share of the world's multi-trillion dollar market for government goods and services purchases, **ITC published a guide to sensitize governments and other stakeholders to the issues women entrepreneurs face in public procurement.** Alongside the WVEF in Kigali, it launched an initiative – since joined by Samoa, Uganda and Rwanda – to increase the share of public procurement contracts awarded to women-owned businesses.



1.-3. Production for the Ethical Fashion Initiative, Kenya, Mali and Burkina Faso

### Ethical Fashion Initiative in Kenya: Moving to stand-alone sustainability

The Kenya chapter of the Ethical Fashion Initiative (EFI) in late 2014 took a crucial step forward in its evolution, drawing in private investment and paving the way for the eventual exit of ITC support.

A pool of businesspeople from Kenya, including successful female entrepreneurs, decided to invest in the first social business created by the EFI. A share of the new company's profits will be dedicated to expanding training programmes. Beyond serving as an innovative example of public-private partnership and a novel form of value creation, the establishment of Ethical Fashion Artisans EPZ Limited shows that well-crafted, market-driven trade development projects, built on partnerships and local buy-in, can be sustainable.

The social business will seek to manage trade between fashion brands and the network of cooperatives and community groups, enabling the latter to integrate into the international value chain of fashion in a sustainable manner.

The investors have asked ITC to continue providing performance, compliance, monitoring and evaluation services, including impact assessments, to guide the business in its operations. They believe this will ensure accurate quality assessments, particularly with regard to the EFI programme's Fair Labour Agenda, which the investors have adopted and pledged to maintain across the whole network of community suppliers.

The new company, which will be based in an export processing zone to facilitate trade, will devote a percentage of sales to a trust for ITC capacity building activities for community producers in Kenya. This is another innovation: capacity building funded by commercial output.



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The investors intend to continue collaboration with the EFI to ensure the new business becomes internationally respected and sustainable in the long term, producing bags and accessories in line with Fair Labour Association requirements and - to the greatest extent possible - with minimal environmental impact.

Ethical Fashion Artisans EPZ Limited has the potential to become a leader in responsible fashion accessory production, based in Africa and including marginalized micro-producers in a verifiably ethical way.

International luxury fashion buyers who have partnered with the EFI for years have expressed support for the new commercial venture and indicated they will continue to engage with it. This in turn will ensure that more people in Kenya are empowered through involvement in the international fashion value chain.

The fledgling company merges the expertise of ITC and the private sector in a results-focused approach to trade impact for good.



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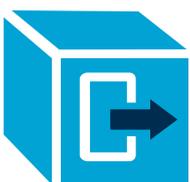
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4. Launching the pilot phase of the Youth and Trade Initiative for young Moroccans with Mohammed Abbou, minister responsible for foreign trade at the Ministry of Industry, Commerce, Investment and the Digital Economy 5. Young IT sector workers, Bangladesh 6. Textile sector workers, Peru

## Poor Communities and Trade

While the issue of inequality has grown more prominent in international policy discussions, **ITC has maintained its historic focus on the poorest communities**, working to help them reduce poverty by integrating into international value chains. Key priorities of this work have been fostering inclusive business models; strengthening the capacities of developing country micro- and social enterprises; and connecting them to international buyers.

The **Ethical Fashion Initiative** continued to translate industry and media attention into better jobs incomes for artisans from some of the world's poorest and most marginalized communities. Emerging designers mentored by ITC presented their spring and summer 2015 collections at the Rome and Milan fashion weeks. Their events were the subject of hundreds of international media articles. Demand for their products has enabled artisans to increase sales volumes very substantially: from Kenya alone, to take one example, the number of articles sold increased from 7,000 in 2009 to 170,000 in 2014. The project ensured the stability of 1,240 jobs in Kenya in 2014 (see box) and 370 in Burkina Faso and Mali combined. Anecdotal evidence from people who got these jobs – the vast majority of them women – suggested they directed the increased income to improving housing, nutrition and education for their families.



# 170 000

articles of clothing sold in 2014  
by the Ethical Fashion Initiative's  
Kenya hub (up from 7 000 in 2009)

## Youth and Trade Initiative

There are 1.3 billion people between the ages of 12 and 24 living in developing countries, more than at any point in history. Yet in far too many places, rates of youth unemployment and underemployment are unacceptably high, creating the risk of squandering the talents and education of an entire generation.

The policy response must include a focus on developing and encouraging entrepreneurship, which has the potential to create quality job opportunities, especially in developing and least-developed countries. ITC launched its **Youth and Trade Initiative** in 2014 as an attempt to help young entrepreneurs connect to international markets and value chains to create better jobs and opportunities and encourage more young people to act on their entrepreneurial inclinations.

Starting a business, of course, can be very costly and requires entrepreneurs to overcome all sort of obstacles.

The ITC Youth and Trade Initiative will, in close cooperation with local partners, set up Youth Trade Incubators in developing and least developed countries to provide young entrepreneurs with access to support services such as business planning, mentoring, networking and even shared facilities. Contacts have been made with local partners active in contributing to the youth entrepreneurship agenda. An early highlight has been work with the Moroccan authorities to launch a pilot trade accelerator for young Moroccan entrepreneurs.

# CASE STUDY

## US safety certificate could quintuple Peru's exports of indigenous food product



Industry players in Peru expect sales to the United States of America of oil extracted from sacha inchi, a nutrient-rich traditional plant, to jump to US\$2.5 million in 2015 following the lifting of a major barrier to trade in their largest export market.

In September, the US Food and Drug Administration approved a submission prepared on behalf of Peruvian exporters with ITC support and classified sacha inchi oil as 'generally regarded as safe' (GRAS), a key threshold for exporting large quantities of food products into the US market. Those exports currently hover around US\$500,000 annually.

'At least five American importers were waiting for the GRAS approval to close contracts with us,' said Juan Manuel Benavides, director of Amazon Health, an exporter of natural ingredients.

'The US market for ingredients is huge, but the use of ingredients requires GRAS status,' explained Miguel Navarro, operations manager at Agroindustrias Osho, another exporter in the region.

Sacha inchi, sometimes called Inca peanut, is rich in protein and fatty acids. It is cultivated and harvested in Peru's Amazon region, including in the San Martin area, where it provides cash income to more than 1,200 families.



Almost a quarter of Peru's population lives in poverty and around 90% of these live in areas with high biodiversity. Improving the market position and increasing sales of biodiversity-based products represents a unique opportunity to improve the living conditions of farmers and harvesters of those products.

'Biodiversity trade provides a sustainable means to reduce poverty,' noted Alex Kasterine, who heads the Trade and Environment Programme at ITC. He estimates that biotrading has the potential to generate 250,000 new jobs in rural communities over the next decade.

In Peru, ITC has provided support to nine exporters of sustainably sourced natural ingredients including sacha inchi and golden berry, a fruit indigenous to South America. The companies received information about international market conditions and export opportunities.

'Comparative and competitive advantages have been established and the market has been quantified. This information is highly valuable,' said Pedro Martinto Housman, CEO of Villandina, a social enterprise based in the Peruvian Andes that deals in high quality agro-industrial food products.



1. Sacha inchi plant 2.&3. Sustainable growing practices and product safety analysis 4. Sacha inchi products packaged for export

## Higher incomes for exporters and farmers

ITC assisted the companies and their farmer suppliers in obtaining fair trade certificates. 'This opens a new market for us: the fair trade market, which we didn't have access to,' Martinto added. This would provide higher incomes for the growers, which in turn would improve sustainability of supply, he explained.

The nine companies working with ITC buy from over 10,000 suppliers in the country's Andes and Amazon regions.

'The money from the golden berry that we sell is used to educate children, to pay for health and clothing, as well as to feed ourselves,' reported Humberto Durand Chuquimango, one of the 187 golden berry farmers who received training on fair trade and sustainable growing practices.



SMEs also received support to participate in international trade fairs, where they can display their products, demonstrate their nutritional benefits and establish contacts with potential buyers.

This was particularly important for sachu inchi, which is little known outside Peru, 'so there is much work to be done and going out to these fairs is a very big opportunity,' said Carolina Sanchez, sales manager at Shanantina, a Peruvian sachu inchi company.

## Next step for sachu inchi oil: granola bars and mayonnaise

While negotiating with potential customers at these fairs, the exporters realized that convincing buyers about the nutritional qualities of their products was not enough to close deals: without GRAS status, food companies would be unwilling to use their product as an ingredient. In response, ITC, in partnership with government agencies Promperu and Perubiodiverso, agreed to facilitate preparation of the GRAS submission, which involved both scientific and legal work. Following a seven-month approval process, the certificate was granted in September 2014. Sachu inchi oil may now be used in granola bars, breakfast cereals, chocolates, gravies and mayonnaise, among other products.

'This opens the door for widespread use as a mainstream food industry ingredient that can capture the interest of companies like Nestle, Unilever, Procter & Gamble and PepsiCo,' according to Guadalupe Amésquita, sustainable trade officer at Promperu.

GRAS status for one sachu inchi derivative was only the first step, said Diana Flores, an industry expert and ITC's scientific consultant in Peru. 'It is essential to have GRAS for sachu inchi protein flour and toasted seeds,' she said. 'There is potential demand for these products in the American market, but companies are discouraged from importing them without GRAS status.'

## Funders

Denmark, Germany, Norway

# CASE STUDY

## Helping Kenya's tea sector adapt to climate change



Many of the two million tea farmers across Kenya are struggling to cope with the higher temperatures and more erratic rainfall brought about by climate change.

'When I started tea farming, harvests were bountiful, but over the years the quantity has dwindled,' said Joyce Njeri Muchina, a tea farmer in Makomboki, 90 kilometers north of Nairobi. In hot weather, 'when the mist falls on the tea it burns the leaves.'

An ITC project is helping farmers to adapt to climate change and reduce greenhouse gas emissions along the value chain. The work is funded by the Governments of Denmark and Norway and implemented jointly with the Ethical Tea Partnership (ETP) and the Kenya Tea Development Agency (KTDA).

As a result of her involvement in the project, which started in 2012, Muchina has increased her annual income from tea by over 20% while also reducing fuel costs. 'I could keep my children in school, I buy clothes more regularly than before and I have bought a dairy cow,' she said.

While Kenya is the world's largest exporter of black tea, lower yields due to rising temperatures are threatening the industry and the livelihoods of the three million people whose jobs rely on the sector.



'If we continue doing business as usual we might not have tea in the next 20 or 30 years,' warned Jane Ntambura, project coordinator at ETP. 'The tea sector has really been affected by climate change and this means that productivity has been reduced.'

While Muchina's income has increased over the past two years, it is still below what it had been before she began feeling the impact of climate change.

### New techniques help farmers cope

Muchina was one of 5,600 farmers who benefitted from ITC training programmes. Many of the participants were community leaders who subsequently worked with other farmers in their villages, transmitting the knowledge and techniques acquired through ITC training.

'I have been taught about climate change. We have also learnt what we can do to ensure we are food secure and how to practice sustainable tea farming,' she reported.

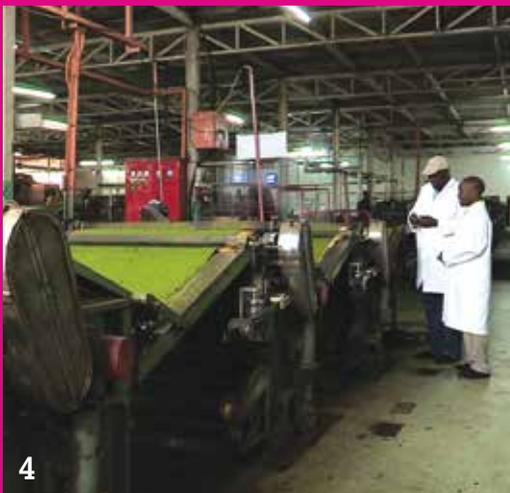
Techniques acquired include the identification of new pests migrating to the area as a result of the warmer weather and mulching – the covering of topsoil with dead plant material to retain the soil's moisture content and fight heat-resistant weeds. Participants also learned composting methods as well as techniques to improve the quality and water retention capacity of the soil by de-compacting hardpans, dense layers of soil that can impede root growth.

Importantly, participants learned techniques in drip irrigation, which requires as much as 70% less water than traditional methods, said Joseph Gitau, a trainer with KTDA. 'There are many farming methods and the methods we were using needed plenty of water,' he explained. 'Since the rivers are drying up due to deforestation, we thought it wise to educate farmers on farming methods that use less water.'

Mary Njenga, a bio-energy and environmental scientist who comes from a tea-growing family in the region, spoke approvingly of the ITC-backed training work, praising it for effectively relating climate change to the work of the tea



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1. Workshop on drip irrigation 2. Joyce Njeri Muchina picking tea 3.-6. Tea processing, Kenya

factory and the economic and environmental gains to be had from saving energy.

'[ITC] are doing a good job in working with tea factories to enhance their energy use efficiency, which will not only contribute to mitigating and adapting to climate change but will also improve farmers' benefits,' she said.

### Reducing greenhouse gas emissions

The ITC project has also fostered capacity building in implementing climate change mitigation strategies, reducing the carbon footprint associated with tea production.

Buyers in Western markets are increasingly demanding sustainably sourced tea. As a result, what was formerly viewed as a purely environmental issue is also becoming a market requirement. In order to maintain and expand their export markets, Kenyan tea factories need to demonstrate and eventually get certified for environmental sustainability, including a reduced carbon footprint.

Factories and the farmers who supply them have taken action based on energy audits prepared under the project, and obtained certification from respected authorities enabling them to target lucrative niche markets. The

Makomboki Tea Factory, for instance, has been certified by both the Rainforest Alliance and Flo-Cert following the implementation of the audit's recommendations.

'On climate change mitigation, we have established what we are calling firewood sheds, so that we can dry our firewood before it goes to the boiler,' said factory services coordinator Humphrey Maina Chiuri. Much of the firewood Makomboki and other tea factories buy is moist, leading to significant energy waste during the combustion process. They have also installed more energy efficient stoves and solar lamps. 'Our factory is now certified... and we are able to access the international markets,' he added, observing that the programme extends to the thousands of farmers that supply the factory.

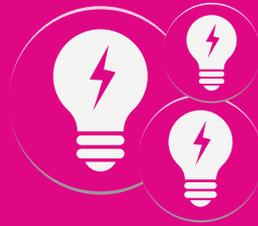
ITC, which works with farmers, tea companies and the certification bodies, facilitated the partnership. 'By working with this diverse group of actors we can ensure that we are providing a technically relevant response, but also one which is sustainable in its impact,' said Rob Skidmore, chief of sector competitiveness at ITC.



6

### Funders

Denmark, Norway



## Connecting women vendors to fashion schools, buyers, designers – and each other



Ethiopia, Mongolia, the State of Palestine, Papua New Guinea and Peru are not generally thought of as hotbeds of fashion industry innovation. That is changing. An incipient ITC project matching women textile garment makers from these countries with international buyers and two of the world's top fashion schools has spawned new fabric blends and product collections as well as potential partnerships with global brands.

According to the women participating in the programme, the chance to learn from each other has been as much of a force in inspiring new creations as the mentoring by industry specialists and training at the London College of Fashion (LCF) and New York-based Parsons the New School for Design.

Springing from the ITC-led Global Platform for Action on Sourcing from Women Vendors, which aims to ensure that women vendors are able to use trade opportunities to drive commercial success, ITC established a structure through which women-led businesses can interact closely with industry specialists, trade support institutions and potential customers: buyer mentor groups. The textiles and garments buyer mentor group in 2014 involved a range of skills and market development activities in London and New York for a selected group of high-growth-potential women entrepreneurs.

Following training at both fashion schools in summer 2014, the women entrepreneurs and trade support institutions representatives worked closely with faculty and students, supported by an industry mentor, to develop skills and create collections. The students had to incorporate work by the programme participants into their own creations.

The collections resulting from the collaboration were showcased at a fashion show at United Nations headquarters to kick off the London New York (LDNY) creative industries festival in September.

Influential figures from the fashion industry were present at the show and at a 'Women Empowering Women' luncheon attended by Phumzile Mlambo-NGcuka, executive director of UN Women, Cherie Blair of the eponymous Foundation for Women, and Yoo Soon-taek, the wife of UN Secretary-General Ban Ki-moon.

Mahlet Afework, an Addis Ababa-based fashion designer and head of Mafi Garments, described participating in the UN fashion show as 'a beautiful experience,' especially because of how the students and the artisans had combined modern and traditional fabrics and techniques. 'The students work with the artisans' handiwork and fabrics was amazing and it was a priceless idea,' she said.

Alongside the events in New York, the buyer mentor group delegates participated in a workshop which served as an occasion for training in new techniques and equipment. They also took part in a World Intellectual Property Organization seminar on how to ensure that traditional knowledge is appropriately rewarded and not misappropriated. A showroom display of the collections was set up for potential buyers, designers, other industry representatives and the media.

Beyond the prospective orders that came out of the New York meetings, one of the most interesting – and indeed unexpected – outcomes of the project has been incipient deals and technological cooperation between the developing-country designers and firms. For instance, one



1. Fashion show during LDNY festival, UN headquarters 2.&7. Women Empowering Women luncheon, UN headquarters 3. Learning traditional techniques at Parsons the New School for Design 4.-6. Buyer mentor group for textiles and garments at Parsons the New School for Design, New York

of the Ethiopian firms, Paradise Fashion, is seeking to cooperate with Sumac, a Peruvian company specializing in alpaca yarn, to develop product collections for Winter 2015-16. In addition, some of the Ethiopian designers are working with the Mongolian team to develop new blends of Mongolian cashmere and yak wool with Ethiopian cotton and silk – blends that would be perfect for fine garments, scarves and other accessories. Four letters of intent were signed in December 2014 to explore exporting cashmere and yak wool to Ethiopian firms.

Participants say that they have found creative inspiration in each other's designs and techniques. They are not alone: some of the students from both fashion institutes have sought out further collaboration, and, with the support of the artisans who inspired them, are learning traditional hand-weaving techniques.

The next steps for the project will be to deepen the partnerships with Parsons and the London College of Fashion aimed at developing curriculums for fashion institutes in the beneficiary countries and providing specialized support to women-owned enterprises. An additional objective will be to create opportunities for students from London and New York to do internships in participating companies.



Another goal for the project will be to facilitate South-South exchange of workers among the beneficiary companies. For example, the head of a Mongolian enterprise has expressed interest in bringing Ethiopian hand-weavers to Mongolia for a few months and sending some of her employees to Ethiopia. The exchange of techniques and knowledge would set the stage for the innovative new designs the fashion industry craves, from companies in two landlocked countries that on the surface have little else in common.



## Funders

Australia, Norway, United Kingdom



# Building a conducive business environment

Policy and regulatory choices have a major impact on SME competitiveness and significantly affect companies' ability to connect to value chains. ITC supports developing countries as they strive to foster a business environment conducive to trade growth by facilitating the inclusion of private sector perspectives in national and regional policy- and strategy-making processes.

Having a clear export strategy makes it possible for countries to mainstream trade into their broader development policy framework as effectively as possible. It enables them to seek the kinds of trade-related technical assistance (TRTA) that would best improve their commercial performance and contribute to goals they themselves have defined. ITC has developed a range of tools and services to enhance the ability of governments to formulate national export strategies. Under ITC's approach, national export strategies first identify sectors with sustainable export potential, then define specific interventions needed to facilitate trade and export success. In sum, national export strategies function as a roadmap for maximizing trade's contribution to sustainable socioeconomic development.

## KEY RESULTS IN 2014:



**220** cases in which ITC support enabled developing countries to integrate business dimensions into their trade negotiating positions



**19** countries assisted to categorize WTO Trade Facilitation Agreement commitments. 8 formally notified commitments to the WTO



**35** export strategies launched for one or more sectors in five countries

## National export strategies – a roadmap for trade-driven development

ITC updated its trade strategy formulation methodology to incorporate green trade strategies together with a novel approach towards youth-related concerns. In addition, a new online tool was developed for monitoring the implementation of national export strategies.

ITC assisted public and private sector stakeholders to jointly develop sector-specific, cross-sectoral and national export strategies in **Côte d'Ivoire**, the **Gambia**, **Jordan**, **Liberia** and **Zimbabwe**. Sectors involved included beef, meat products, fruits and vegetables, cables and wires, furniture, education services, engineering services and tourism.

**Liberian Commerce Minister Axel Addy** described his country's National Trade Policy as its first policy document to holistically and strategically address issues related to trade. ITC's export strategy work attracted the attention of the **Russian region of Tatarstan**. ITC met with officials of its Ministry of Economy and private sector organizations to brief them on how to create a national export strategy as well as to assess the interest and readiness of the local government and institutions for such an undertaking.

ITC followed up on the development of the National Export Strategy in **Myanmar** (see case study) by deepening its work in the tourist sector. Tourism is one of seven priority sectors identified in the National Export Strategy developed by Myanmar's Ministry of Commerce with ITC technical assistance. A tourism project launched in August is working to increase incomes in the tourism industry in Kayah State by improving marketing, hotel accommodation quality and the availability of programmes for tourists.

## Improving the business climate

High fixed costs weigh particularly heavily on small and medium-sized enterprises (SMEs) since they deal in smaller volumes. ITC's work with partner institutions to formulate legal and policy reforms and implement practical solutions reducing the costs of doing business yields particular benefits to SMEs seeking to connect to - and thrive in - international supply chains.

ITC's **Trade Facilitation Programme** works to facilitate the inclusion of private sector perspectives into the policy-making process. The goal is to ensure that government actions to reduce trade-related transaction costs bolster private sector competitiveness to the greatest extent possible. ITC works with policy makers, trade and investment support institutions (TSIs) and the private sector in partner countries in their efforts to implement the WTO Trade Facilitation Agreement. In 2014, it supported **19 developing countries, including the eight members of the West African Economic and Monetary Union, with categorizing their future trade facilitation commitments to the WTO**. ITC also assisted them in estimating the financial and technical resources required to implement different provisions arising from the agreement. Before the year ended, eight of those countries had formally notified their

trade facilitation commitments to the WTO (LDCs are not expected to do so until after the agreement enters into force).

The publication *WTO Trade Facilitation Agreement - A Business Guide for Developing Countries* has been translated into six languages. It was downloaded more than 3,000 times in 2014, with a similar number of copies circulated in print form.

ITC's ongoing work through **PACIR, the Trade and Regional Integration Support Program in Côte d'Ivoire**, contributed to the adoption of a law on commercial mediation in 2014. ITC worked with Côte d'Ivoire's Court of Arbitration (CACI) to build capacity and awareness of commercial mediation, which for businesses can be a quick and affordable alternative to formal litigation through the courts.

In **Pakistan**, ITC continued work to strengthen the capacity of the Pakistani Institute for Trade and Development (PITAD) to lead policy formulation. Training and consultation work with public and private partners generated policy reform recommendations submitted to the Government of Pakistan, and have influenced Pakistan's National Export Growth Strategy.

In cooperation with **Russia's** Competency Development Centre, ITC developed a training programme to support members of the Commonwealth of Independent States in their efforts to build capacity and knowledge about the WTO among policymakers, academics, and the business community. The five-day session in Geneva brought public and private sector participants together with senior WTO representatives, the Russian University of International Relations, the Russian Mission to the WTO and a leading international law firm. The goal of the programme was to enhance participants' ability to face the challenges - and capitalize upon the opportunities - presented by WTO membership.

## Supporting trade negotiations

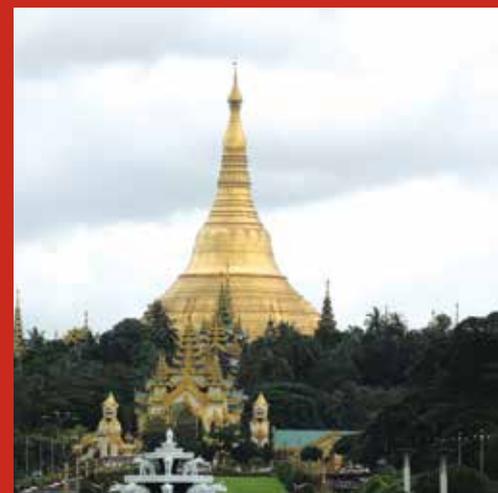
International trade negotiations are complex, involving dozens or more players representing different interests. Businesses and business associations must learn how to understand such negotiations, both to influence them at the national and international levels and to best position themselves to seize opportunities presented by the evolving global trading environment.

For several least developed countries (LDCs) in the **WTO accession process**, ITC has supported business involvement in domestic policy formation. In 2014, workshops on WTO accession and the implementation of commitments were held with public and private sector stakeholders from **Liberia**, **Lao PDR**, the **Comoros** and **Afghanistan**.

ITC's **Business and Trade Policy programme** disseminated a unique body of private-sector-oriented case studies, publications and briefings on trade policy to a wide network of stakeholders, helping them keep abreast of pertinent trade issues.

# CASE STUDY

## Myanmar accelerates implementation of National Export Strategy



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The Government of Myanmar in 2014 started taking important steps towards implementing its National Export Strategy (NES) even before the document, prepared under ITC stewardship, was formally endorsed.

‘If we successfully develop these sectors, our economy becomes more competitive with our neighbours and other countries. That is why the NES strategy implementation is very important for our national economic development,’ said Pwint San, Myanmar’s deputy minister of commerce.

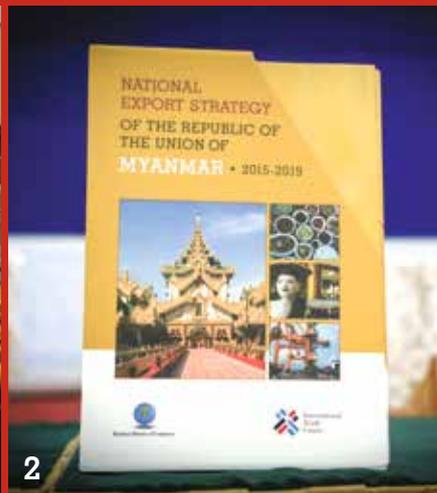
The strategy, formally launched in 2015, is the outcome of a consultative process led by the Ministry and ITC involving the business community and other stakeholders. It will function as a roadmap for exporters, the government and development partners to work together to increase the country’s international competitiveness. It seeks to improve the business environment and generate employment opportunities that will lay the foundation for long-term growth.

### Trading to grow

Myanmar, which recently emerged from a period of relative isolation, has identified regional economic integration and export-led growth as the anchors of its development policy.

‘Trade is the engine of growth for economic development and to that effect, export development plays a vital role for the economic development of the country,’ said Vice President U Nyan Thun. ‘The NES will support SMEs, so that in the long run they produce goods and services that are competitive in terms of both quality and price.’

Public-private dialogue is the cornerstone of ITC’s methodology in working with countries to define their trade strategies to ensure that the interests of the private sector, including small businesses, are taken into account. ITC has spearheaded the development of 10 national export strategies over the last five years along with 19 sector strategies and six regional export strategies.



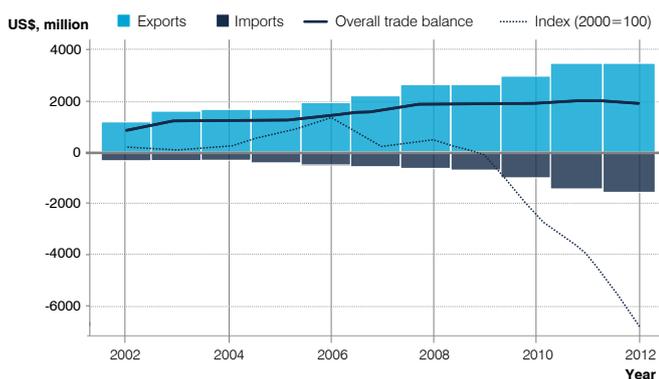
1. U Win Myint, Myanmar's minister of commerce, at the NES launch, Yangon 2. Myanmar's National Export Strategy 3. Rice production in Myanmar 4.-6. Myanmar companies: rubber, seafood processing, and clothing

Myanmar's export profile is currently dependent upon a few unprocessed products and regional markets. Natural gas, beans and unprocessed wood make up close to two-thirds of the country's exports. Over 40% of its exports are destined for a single market, Thailand, further increasing the vulnerability of the economy. Against this background, the NES places heavy emphasis on product and market diversification. 'It is by exporting higher value-added products to a wider set of markets that international trade can become a development driver for Myanmar,' said ITC project manager Dariusz Kurek.

The strategy identifies seven priority sectors to promote based on their capacity to contribute to export growth, employment generation and socio-economic development. It includes a roadmap for the development of each of the priority sectors: beans, pulses and oil seeds; rice; fisheries; textiles and garments; rubber; forestry products; and tourism.

The NES also identifies four cross-cutting areas where improvement would contribute the most to the overall competitiveness of the economy. They include trade facilitation and logistics; quality management; access to finance; and trade information and promotion.

FIGURE 5 Exports, imports and trade balance of priority sectors



## Implementing the plan

'Any strategy is only as good as its implementation. To ensure it is properly implemented, the NES contains a detailed and realistic plan of action,' said Charles Roberge, ITC's technical lead on the project.

The Myanmar Trade Development Committee (MTDC), an independent body with involvement of the public and private sectors, will oversee implementation of the NES, monitor progress, coordinate partners and mobilize resources.

'I am convinced that the implementation of the National Export Strategy will effectively support the main objectives of the nation such as poverty alleviation, rural development and broad-based income growth,' Vice-President U Nyan Tun said.

Donors have expressed interest in using the NES as the basis for trade-related development projects in the country. The commerce ministry asked ITC to advise the MTDC on monitoring the implementation of the NES, and to develop and execute two of the projects emerging from the new strategy:

- An inclusive tourism project to enhance the competitiveness of the tourism value chain in Kayah State in eastern Myanmar. The project will integrate local producers and service providers into tourism value chains while helping inbound tour operators in Myanmar develop inclusive tourism.
- ITC will work with the Standards and Trade Development Facility of the World Trade Organization to improve the competitiveness of the oilseeds value chain by improving food safety and compliance with food quality standards, which are prerequisites to entering most foreign markets.

## Funders

Germany, the Netherlands

# CASE STUDY

## Developing countries submit WTO trade facilitation commitments with ITC support



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*“The involvement of the private sector must be through participation in analysis and decision making as well as in overseeing the implementation of trade facilitation measures.”*

Nazaire Pare, Director General for Foreign Trade,  
Ministry of Industry, Trade and Handicrafts, Burkina Faso

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With assistance from ITC in 2014, eight developing countries formally identified and announced binding commitments to improve customs and border procedures, with a dozen more such notifications under the Trade Facilitation Agreement (TFA) of the World Trade Organization (WTO) in the pipeline.

The agreement, concluded in December 2013 and written into WTO rules 11 months later, promises to be an important tool in helping developing countries and least developed countries (LDCs) reduce costs linked to international trade. This is particularly crucial for small and medium-sized enterprises (SMEs), which often lack the capacity, personnel and resources to navigate complicated border procedures.

Upon entry into force, the agreement will create binding obligations for WTO members to improve customs procedures, transparency and efficiency. However, before some TFA provisions become binding, the agreement's ground-breaking development-oriented provisions specify that developing countries and LDCs must receive the technical and financial assistance required to implement them.

As the first step towards the implementation, developing countries and LDCs need to categorize their obligations under the treaty into Category A commitments, which they will implement immediately; Category B commitments, which they can only implement later; and Category C commitments, for which they require assistance and support.

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### Helping exporters in Burkina Faso, Tajikistan and Mauritius

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As a result of the consultation process and ITC support, Burkina Faso decided to re-evaluate the classification it had previously drafted, said Nazaire Pare, director general for foreign trade at the Ministry of Industry, Trade and Handicrafts. To make sure the measures adapted address real bottlenecks to trade, private sector participation in policy making has been key, he said. ‘The involvement of the private sector must be through participation in analysis and decision making as well as in overseeing the implementation of trade facilitation measures,’ Pare added.

ITC has played an instrumental role in Tajikistan's timely submission of its Category A commitments, according to Saidrahmon Nazriev, the country's deputy minister of economic development and trade. Following a workshop in June, with the participation of representatives of the public and private sector, Tajikistan made its submission to the WTO in July. As a landlocked country, Tajikistan expects to draw important benefits from the TFA, Nazriev said. ‘The agreement has the potential to be of particular benefit to our traders, who continually face lengthy and costly border delays. It will be important for Tajikistan's businesses to monitor its implementation in the countries with which they trade,’ he added.

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*“We look forward to the full implementation of the TFA not only in Mauritius, but also at our trading partners. For an open economy such as ours, seamless borders are key to the international competitiveness of our enterprises.”*

Israhyananda Dhalladoo, Ambassador,  
permanent representative of Mauritius to the WTO

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1.&2. Ports in Mauritius © Jan Hoffmann 3. Computerized border procedures

Mauritius in April 2014 was among the first developing countries to notify trade facilitation commitments to the WTO following assistance from ITC and the United Nations Conference on Trade and Development (UNCTAD). Its government believes it is important for ITC to work with as many countries as possible to hasten the implementation of the agreement, according to Ambassador Israhyananda Dhalladoo, permanent representative of Mauritius to the WTO. 'We look forward to the full implementation of the TFA not only in Mauritius, but also at our trading partners. For an open economy such as ours, seamless borders are key to the international competitiveness of our enterprises,' he said.

ITC and UNCTAD assisted in building stakeholder awareness, particularly among the private sector, of the TFA and its implications, both with regard to categorizing TFA commitments and the establishment of the Mauritius National Trade Facilitation Committee which will oversee their implementation, Dhalladoo explained. 'The project has created national momentum around the TFA implementation process,' he said. 'The ground has been very well prepared.'

Defining what measures the country can implement on its own and where it needs assistance is just the first step, said Pare of Burkina Faso. 'We require further support in capacity building on implementation, on increasing the awareness of the new measures in the business community and in identifying the funding needs for Category C measures,' he said.

Tajikistan is looking for support in strengthening the capacity of staff at the Ministry of Economic Development and Trade. In this way they can better oversee the implementation of TFA provisions, said Inoyatullo Kasimov, head of the Department of WTO Affairs at the ministry.

ITC will build on this work in 2015, with plans to assist more than 20 additional countries in scheduling their trade facilitation commitments.

### Beyond the Trade Facilitation Agreement

Trade facilitation extends beyond the scope of the WTO Trade Facilitation Agreement and encompasses a broad range of activities related to the optimization of border management and, more widely, access to international supply chains. Such activities include improvements in logistics infrastructure and services, better access to trade finance and enhancement of the ability of exporters to comply with customs requirements.

ITC's new programme on trade facilitation provides assistance to beneficiary countries in improving the business environment for the benefit of small- and medium-size enterprises (SMEs), said Mohammed Saeed, who heads the practice area at ITC. 'Improving the business environment is the first step in increasing the competitiveness of SMEs,' he said. ITC provides assistance in capacity building and business advocacy on regulatory reform and supports public-private dialogue to achieve reforms.

A week after WTO members reached the Trade Facilitation Agreement in December 2013, ITC published a guide for SMEs on how they can take advantage of the new rules. *WTO Trade Facilitation Agreement - A Business Guide for Developing Countries*, available on the ITC web site in six languages, was the most downloaded ITC publication in 2014.

### Funders

Canada, China, Denmark, Finland, France, Germany, India, Ireland, Norway, Sweden, Switzerland



2.7%

5.1%

0.4%

7.0



10.8%

Corporate results

%

70%



# Governance, oversight and performance

## Joint Advisory Group

The 48<sup>th</sup> session of ITC's annual meeting, the Joint Advisory Group (JAG), was held in Geneva on 11-12 June 2014. ITC members came together to debate the organization's Annual Report for 2013, comment on its independent evaluation and make recommendations for its future strategic orientation.

In statements to the session, WTO Director-General Roberto Azevêdo and UNCTAD Secretary-General Mukhisa Kituyi emphasized that ITC's mandate and work were more valid than ever. They stressed the importance of cooperation to create a strong Geneva trade hub to contribute to the development of the UN system's post-2015 development agenda.

ITC Executive Director Arancha González echoed the call for greater collaboration among the three organizations. Emphasizing ITC's distinct role in the trade landscape as a hands-on, pragmatic and technical organization focused on

providing solutions to small and medium-sized enterprises (SMEs), she spelled out how ITC would 'do more and do it better' and keep innovating to respond to the evolving needs of its partners, especially least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS) and countries in sub-Saharan Africa.

Delegates expressed strong support for ITC's clear and specific mandate, as well as its unique technical expertise to help SMEs boost competitiveness and internationalize. Pointing to ITC's great potential to continue expanding its work within this mandate, they voiced widespread backing for ITC's shift to organize work around the six focus areas presented as the potential cornerstones of what was then a working draft of ITC's Strategic Plan for 2015-2017. Delegates also welcomed the findings and recommendations made in the independent evaluation report on ITC (see separate section, 'Independent Evaluation').



**1.** ITC Executive Director Arancha González speaking at a conference to mark ITC's 50<sup>th</sup> anniversary **2.** WTO Director-General Roberto Azevêdo, ITC Executive Director Arancha González and UNCTAD Secretary General Mukhisa Kituyi at the 2014 Joint Advisory Group session **3.** 50<sup>th</sup> anniversary flags on the Pont du Mont Blanc, Geneva

## Improving performance

Though it concluded that ITC had made considerable progress in recent years on organization and management issues, the 2014 independent evaluation pointed to potential improvements in the areas of risk mitigation, results-based management and ensuring the coherence and durability of ITC interventions.

ITC heeded these suggestions and, already in 2014, took steps to increase its effectiveness and improve accountability. Many of these changes are reflected in the new Strategic Plan for 2015-2017 and in a plan, shared and agreed with ITC members, for implementing the recommendations made in the external evaluation.

### Deploying ITC's strengths more strategically

The Strategic Plan for 2015-17 identifies its approach for improving the international competitiveness of SMEs amidst a changing context for trade and international business. The plan spells out how ITC will concentrate its interventions around six focus areas, developing programmes within each so as to better align the ITC project portfolio with the organization's strategic goals. ITC has started to flesh out the concepts and rules for this programmatic approach: each programme will develop an intervention logic that analyses and organizes current ITC services into a logical and coherent sequence, identifying where innovation is needed and where issues are going unaddressed. The process will determine standard success criteria for ITC activities, thus supporting impact evaluations. It will introduce new programme management standards. A Programme Design Taskforce will facilitate the transition to a programmatic approach and ensure coherence among projects, programmes and ITC strategic objectives.

The new Strategic Plan was ITC's first to be developed through a public, inclusive and consultative process involving diverse external stakeholders as well as staff.

ITC also developed the 'One ITC' intervention logic, which details the theories of change underpinning the organization's work and how its different activities collectively contribute toward trade impact for good.

### Increasing effectiveness: better project design and management for maximum impact

ITC continued to invest in ensuring results-oriented project design and management in 2014. A dozen staff members were trained in the PRINCE2® project management methodology to help equip ITC with a solid foundation upon which to build its new programmatic approach.

ITC efforts to improve project design also continued with the further streamlining of internal processes for design, review and approval. Internal working groups have updated the set of review criteria that apply to formal Project Appraisal Committee reviews before projects are submitted to ITC's Senior Management Committee for approval. A rating system has been introduced to enhance the comparability of project submissions.

In addition, ITC embarked on a revamping of its project management software. A new project portal started to be developed in the final quarter of 2014. Once deployed in 2015, it will support ITC's new programmatic approach and help better manage performance throughout the project lifecycle.

### Addressing gender and environmental themes throughout the portfolio

Mainstreaming gender and environmental considerations is an ongoing priority at ITC. During the design and appraisal stages of project development, prospective projects need to indicate how they would address both dimensions.

In addition to introducing a more gender-friendly 'work-life balance' policy, ITC has appointed a gender focal point to support the Executive Director in fulfilling her responsibilities for effectively implementing ITC's gender mainstreaming



1. ITC strategy for greening trade 2. ITC Strategic Plan for 2015-17

plan of action. Moreover, the UN-wide Strategic Framework for 2016-17 incorporates gender-disaggregated indicators that will better enable ITC to track and manage the influence of its work on women-owned enterprises.

As for making environmental sustainability a cross-cutting priority in its operations, ITC in 2014 launched a strategy for greening trade. The strategy outlines how ITC will work to integrate environment and development objectives through activities that support building sustainable and climate-resilient export sectors.

## Promoting a culture of accountability

### ITC's accountability policy

With the support of the UN Office of Internal Oversight Services (OIOS), ITC in 2014 developed an accountability policy and associated operating principles to improve organizational and individual accountability for performance with a focus on results, impacts, value for money and ethical behaviour. Work also commenced on developing a robust risk management framework to be adopted in 2015.

### Assessing ITC impact

In 2014, ITC surveyed clients across its project portfolio to assess its results in strengthening the international competitiveness of enterprises. Of the 307 beneficiary enterprises that responded to the survey, 70% declared that working with ITC had a positive impact on exports while 35% reported a positive effect on job creation for both men and women. Building on the lessons learned from this survey, ITC is developing an enhanced approach to attribution so that its interventions can be even more demonstrably linked to expected changes. ITC will gradually implement impact evaluation methodologies for projects in line with the Strategic Plan. In addition to the impact-focused client survey, ITC provided qualitative accounts of the impact of a selection of 14 projects in a publication called 'Connecting Markets, Improving Lives: ITC at Work.' At the same time,

ITC is deepening its methodology for measuring the impact of large strategic programmes such as the export competitiveness programme in Bangladesh in collaboration with the PRIME initiative and the Supporting India's Trade Preferences for Africa (SITA) programme.

ITC organized a seminar attended by leading trade-related impact evaluation experts to share the results and discuss challenges in evaluating impact of technical assistance work aimed at boosting trade capacity and competitiveness.

## Evaluation

In addition to the comprehensive independent evaluation, 2014 saw the conclusion of two narrower evaluations:

- An evaluation of ITC's Trade, Climate Change and Environment Programme highlighted the significant benefits generated for Peruvian SMEs and small farmers in exporting sustainable biodiversity-derived products to the United States. It also pointed to improvements in the firewood efficiency of tea production in Kenya. A next step, it found, should be to strengthen alignment between interventions in different countries.
- A mid-term assessment of a project for Sector Competitiveness & Export Diversification in the Gambia concluded that the project was relevant and well designed, but warned of implementation delays and called for extending the timeline for the project.



# Independent evaluation

A comprehensive external evaluation of ITC's work between 2006 and 2013 was presented in June 2014. The evaluation, requested by a group of funders, found ITC to be providing high-quality, practical support to developing countries seeking to drive development through trade.<sup>1</sup> According to the evaluation, ITC is well placed to respond to growing demands for the types of services it offers so long as it can secure sufficient and predictable funding for a coherent long-term strategy.

The evaluation, which started in mid-2013, was guided by an Evaluation Steering Committee, which included representatives of funders and other partner governments.

## The evaluation and its recommendations

The evaluation's purpose was threefold: (i) to assess changes in ITC since 2006, when the results of the last such evaluation were released; (ii) to evaluate the results of ITC's work over the 2006-2013 period; and (iii) to propose future directions for the organization.

The evaluation concluded that ITC had made significant progress in terms of organizational and management changes since 2006, albeit from a very low base.

The evaluation made four major strategic recommendations to ITC management, governance bodies and supporters:

1. Move to a strategic approach focusing on ITC's unique strengths in the global Aid for Trade effort
2. Protect and develop ITC's distinct working assets: its special capacity to deal with the private sector in trade and its excellence in providing relevant technical assistance
3. Pragmatically strengthen governance and accountability while minimizing bureaucracy
4. Move ITC up to the next level of visibility, engagement and effectiveness as a key player in Aid for Trade

## Management response to the evaluation

The evaluation's findings and recommendations were presented at the June 2014 annual session of ITC's Joint Advisory Group. At that meeting, ITC Executive Director Arancha González presented a preliminary management response. She also proposed convening an informal JAG session – which went on to be held in January 2015 – to have a more informed discussion about ITC's response to the evaluation and validate the proposed course of action.

<sup>1</sup> The evaluation was funded by Canada, Denmark, Finland, Germany, Sweden, Switzerland, the United Kingdom and the United States.



In the interim, ITC engaged actively with both donor and beneficiary countries to prepare a detailed management response to the evaluation. A draft version of the response was discussed at an October 2014 session of the Consultative Committee of the ITC Trust Fund, as well as formally and informally with other stakeholders, and duly modified.

Below is a brief description of ITC's responses to the four key recommendations made by the evaluation, which were validated by ITC members at the informal JAG session in January 2015:

- On **focusing ITC's work on well-defined priorities to maximize impact**. ITC management highlighted the ongoing move to a programme-based approach structured around the six major themes of interest identified in the Strategic Plan for 2015-2017: (i) trade and market intelligence for SME competitiveness; (ii) supporting regional economic integration and South-South links; (iii) connecting to value chains; (iv) strengthening trade and investment support institutions; (v) promoting and mainstreaming inclusive and green trade; and (vi) building a conducive policy and business environment through public-private partnership and dialogue. These areas are in line with ITC's comparative advantage in meeting clients' needs and demands. In response to the evaluation, ITC set up a task force to lead work on developing programmes under each basket and articulating a specific theory of change for each. In addition, ITC is developing a catalogue of ITC products and services that will contribute to ensuring better prioritization, fewer one-off projects and, ultimately, greater impact.
- On **further improving the quality of ITC's technical work**. The management response to the evaluation indicated that ITC would work to improving project cycle management with a strong focus on clear indicators for measuring results. Work to improve the 'evaluability' of

projects – i.e. enabling clear attribution between ITC projects and observed results – will contribute to strengthened, more systematic evaluation processes. Investing in staff expertise would remain a priority.

- On **strengthening governance and accountability while minimizing bureaucracy**. ITC is developing a policy framework to reinforce a culture of transparency and impact orientation. The planned completion of a risk management framework, which will complement a recently introduced accountability framework, together with the implementation of International Public Sector Accounting Standards (IPSAS) and the introduction of Umoja, the UN's new Enterprise Resource Planning software, should contribute to greater efficiency.
- On **raising ITC's visibility and prominence**. ITC will continue to position itself through communications, events and outreach activities as a key stakeholder in global Aid for Trade work, actively participating in the upcoming Global Review of Aid for Trade and in the process surrounding the United Nations' post-2015 development agenda. ITC plans to continue expanding partnerships with relevant stakeholders in national capitals as well as in Geneva, and is following the recommendation about enhancing liaison arrangements by deploying ITC staff to Addis Ababa.

The evaluation also recommended funders and supporters provide a more stable and predictable funding base to ITC to improve its operational efficiency and expand its use by developing countries.



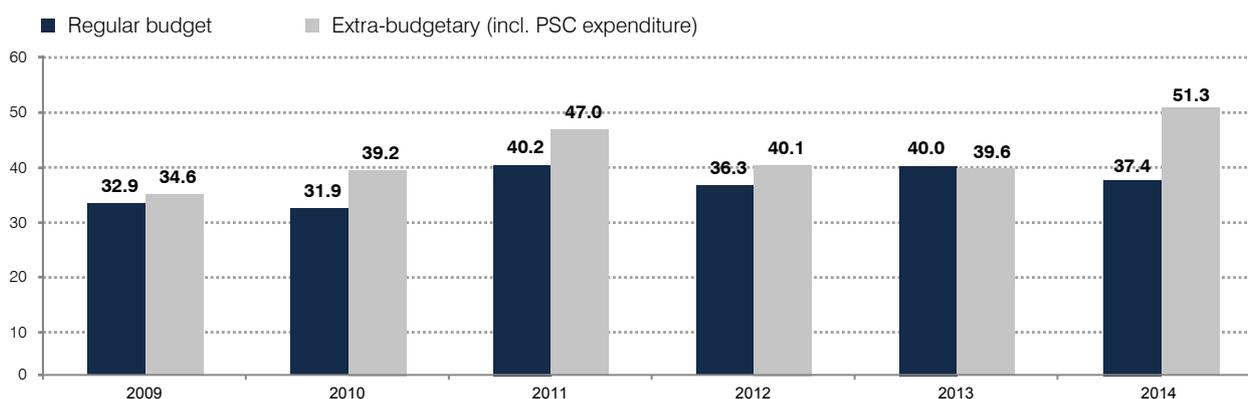
# Financial overview

Funding for ITC's work has two main components: the regular budget (RB) approved biennially by the United Nations General Assembly and the WTO General Council, and extra-budgetary (XB) funds which depend on agreements reached with funders on an ongoing basis, typically spanning several years. Programme support costs (PSC) are earned via a charge to XB expenditures; this budget is set annually.

## OVERALL RESOURCES SNAPSHOT

- **US\$128.32 million** was available as overall resources for 2014;
- **US\$90.10 million** was received in gross contributions;
- **US\$94.11 million** was the overall cumulative expenditure.

**FIGURE 6** Expenditure pattern 2009–2014 (US\$ million net)



Expenditures in 2014, including RB and XB (and PSC) were higher than in 2013: a US\$12.25 million increase in XB expenditure more than offset decreases of US\$2.61 million in RB funds and US\$460,000 in PSC expenditures.

### Regular budget

The United Nations General Assembly and the WTO General Council equally fund the biennial RB, which covers running costs including salaries and common staff costs. RB also finances general research and development on trade promotion and export development, part of which results in published studies, market information and statistical services.

ITC's regular budget for the biennium 2014-2015 amounted to Sfr. 74.28 million, which represents a reduction of Sfr. 1.86 million compared with the 2012-2013 biennium.

- **US\$40.93 million** of RB resources were available for 2014.
- **US\$37.36 million** was recorded as expenditure as of 31 December 2014, which translates into an implementation rate of 91% of available resources.

The decrease in RB expenditure is attributable to a lower exchange rate of the U.S. dollar to the Swiss franc as well as lower spending on salaries and common staff costs.

Given that the ITC follows UN financial rules and regulations, amounts not spent during the first year of the biennium will be carried forward to the second year. ITC expects to fully expend its regular budget resources within the 2014-2015 biennium.

### Extra-budgetary funds

XB resources depend on contributions from donors. Project budgets often cover multi-year periods. Available XB funds for 2014 included:

- **US\$35.06 million** carried forward from 2013.
- **US\$43.99 million** in gross contributions received in 2014.

Increased demands for ITC services by donors and beneficiaries, together with management's efforts to increase technical assistance delivery, resulted in a 35% increase in delivery, with XB expenditure reaching US\$52.66 million (gross), excluding PSC expenditure. ITC also continued to invest heavily in needs assessments and project design to develop a new generation of large, impact-oriented programmes. For the breakdown of XB expenditure by focus area, see Table 2.

**TABLE 1** RB expenditure in 2014 (US\$ million gross)\*

CATEGORIES	Expenditure
Staff and other personnel costs	31.27
Travel	0.34
Contractual services	0.64
Operating expenses	3.34
Acquisitions	0.46
Other	1.31
<b>Total</b>	<b>37.36</b>
<b>Resources available</b>	<b>40.93</b>
<b>% of Delivery</b>	<b>91%</b>

\* Because the budget is approved in Swiss francs, the amounts reported below have been converted to US dollars to make the data easier to compare and to provide a comprehensive view of ITC's financial situation for accounting and reporting purposes.

**TABLE 2** XB expenditure by focus area in 2014 (US\$ million gross)

FOCUS AREAS	Expenditure*
Trade and market intelligence for SME competitiveness	7.5
Supporting regional economic integration and South-South links	5.8
Connecting to value chains: SME competitiveness, diversification and links to export markets	12.1
Strengthening trade and investment support institutions	3.5
Promoting and mainstreaming inclusive and green trade	9.3
Building a conducive business environment	7.9
Corporate efficiency**	6.3
<b>Grand Total</b>	<b>52.7</b>

\*\* Covers XB funding related to e-learning, CRM, ITC regional office for Latin America and Caribbean (in Mexico), modernization of IT systems and services, modernization of HR policies and services, evaluation and impact assessment (including independent evaluation of ITC), and results-based management.

**TABLE 3** Productivity changes in central support services

CATEGORIES	% increase compared to 2012	% increase compared to 2013
Legal services	+72%	+34%
Procurement	+28%	+16%
Travel services	+62%	+52%

## Programme support account

In line with United Nations financial procedures, ITC charges standard PSC on XB expenditures ranging from 7% to 13%.

This programme support revenue is used to cover indirect and incremental costs associated with XB projects. These costs include the central administration of human, financial and information communication technology resources, monitoring and oversight.

- **US\$5.18 million** received in PSC income.
- **US\$4.09 million** in PSC expenditure.
- **US\$4.25 million** of cumulative surplus in the PSC account at the end of the year.

## Implementing IPSAS and Umoja

ITC implemented the International Public Sector Accounting Standards (IPSAS) in January 2014. The first set of IPSAS-compliant financial statements were produced at the end of 2014. The financial report and audited financial statements for the year that ended 31 December 2014, together with the Report of the Board of Auditors, will be available in the latter half of 2015.

Umoja, an enterprise resource planning system, is being introduced across the United Nations to replace the 1990s-era Integrated Management Information System. Umoja will be rolled out to UN offices in Geneva, including ITC, in November 2015. The scale and scope of the roll-out is significant as it will impact the entire organization, changing many administrative processes and providing additional transparency and automation. ITC has created an Umoja team to manage the transition.

## Ensuring value for money

ITC worked in 2014 to keep ensuring better value for money when delivering technical assistance to beneficiaries while maintaining quality control processes for project development and approval. Efforts to identify the full costs of ITC activities continued and costs for key administrative processes were updated. The results will be used to identify areas where more efficient approaches could be adopted as well as to set target ranges for costs and develop more reliable and transparent project costing and budgeting.

Work in 2015 will continue to expand awareness and transparency among staff about ITC costs, which in turn should result in higher accountability and greater efficiency.

In recent years ITC has implemented efficiency measures that facilitated engagement with beneficiaries while making it possible to seize cost reduction opportunities. These measures have focused on: increasing cost effectiveness and efficiency in the delivery of services in programme support, conference management, public information and reprioritization of capital projects; reducing resources allocated to programme support components; and engaging in sustainable initiatives, such as process improvements and reorganized structures. On travel costs alone, close to Sfr. 800,000 have been saved by a combination of voluntary downgrades and the implementation of travel policy.

Table Three lists productivity increases in the provision of central support services for ITC's technical assistance, enabling more services to be provided for a given level of resources. ITC continues to benefit from these efficiency measures in the areas of internal operations, information technology, human resources and financial management.

**TABLE 4** Status of Resources (US\$ million gross) as of 31 December 2014

DESCRIPTION	Opening balance	Net income received*	Expenditures	Total cash at hand
Regular budget	-	40.93	37.36	3.57
Programme support costs	3.16	5.18	4.09	4.25
Extra-budgetary resources, Window I	10.76	17.59	24.51	3.84
Extra-budgetary resources, Window II	24.30	26.40	28.15	22.55
Total extrabudgetary resources	35.06	43.99	52.66	26.39
<b>Total</b>	<b>38.22</b>	<b>90.10</b>	<b>94.11</b>	<b>34.21</b>

\* Net contribution including interest, refunds to donors and transfers to operating reserves



# Human resource management

In terms of human resource management, ITC focused on four key areas throughout 2014: speeding up recruitment; gender parity and diversity among staff; developing more efficient administrative processes; and relevant technical training for staff

## Recruitment

Fixed-term recruitment in 2014 was both higher and swifter than in the year before, while vacancy rates were reduced.

ITC remains dedicated to reducing the time to recruit even further through the introduction of a new online recruitment system in 2015.

In addition, two new Junior Professional Officers (JPOs) joined ITC, one each from France and Germany, bringing the number of JPOs serving at ITC to nine.

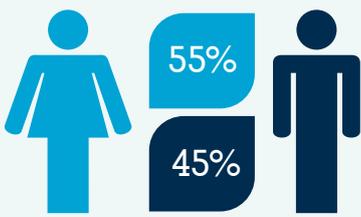
Furthermore, a partnership with the Mo Ibrahim Leadership Fellowships Programme, which works to promote the next generation of outstanding African leaders, will have one fellow from the programme join ITC each year, allowing for the exchange of expertise and know-how from the region.

## First impressions



**Miyoba Lubemba**  
Senior Adviser, Trade Support Services (Zambia)

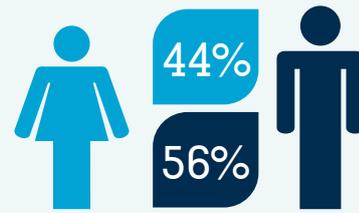
*“ITC’s unique approach towards strengthening trade and investment support institutions ensures that the One to One to Many strategy delivers sustainable improvements while capitalizing on the multiplier effect. Helping TSIs deliver effective and client-responsive services is an important part of making sure trade delivers tangible economic development results, and my work at ITC gives me a valuable opportunity to contribute towards this.”*



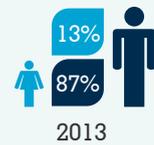
**306**  
Staff members representing 79 nationalities (up from 76 in 2013)



**99**  
Interns engaged from 47 countries



**44%**  
Fixed-term recruitment competitions won by women



**38%**  
of competitions at the professional level or higher were won by candidates from developing and least developed countries



**106**  
Staff members from developing and transition economies (up from 89 in 2013)

**16**  
Staff members from least developed countries (up from 14 in 2013)



**Martina Bozzola**  
Environmental Economist,  
Sector Competitiveness  
(Italy)

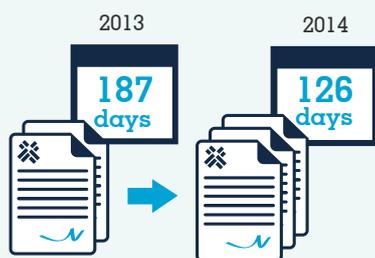


**Hyongsik Lee**  
Senior Expert, Office for  
Asia and the Pacific  
(Korea)

*“Working at ITC as an Environmental Economist gives me a unique opportunity to manage or contribute to projects fostering sustainable and inclusive trade, reaching out directly to SMEs in developing countries. At ITC, I found an enriching working environment that nurtures diversity, competence and innovation, with clear linkages between everyday working activities and the achievement of results in terms of creating quality employment and reducing poverty through trade.”*

*“Life is a cycle of challenges, and I’m entering my new career in ITC. When I return to the Korean government, I would like to say that I contributed my passion to the development of the world through ITC. Of course, the colleagues whom I have met in ITC have become permanent, valuable friends.”*

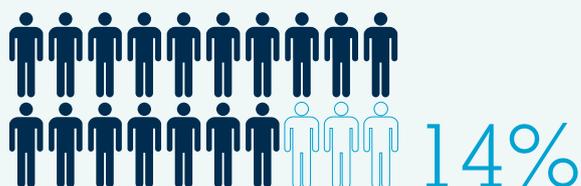
A new online hiring system has reduced the time taken to recruit a consultant to



41%

increase in completed competitions for fixed-term positions in 2014. The average duration of each recruitment process was slashed by 33%.

2012



2014



64%

Decrease in vacant Regular Budget posts

## Gender parity and diversity

ITC remains firmly committed to working towards gender parity and geographic diversity in its staffing. In 2014, ITC established a policy framework for promoting gender balance, which immediately started to yield benefits.

Other ongoing gender-related projects include the development of more flexible policies concerning work-life balance and the appointment of a Gender Focal Point in line with the UN System-Wide Action Plan on gender issues (UN-SWAP).

## More efficient administrative processes

ITC introduced several significant enhancements to its human resource management tools, rolling out new online systems for hiring and performance assessment. Hiring times for consultants have been reduced and appraisal grades across ITC have become more consistent, leading to enhanced career development opportunities.

Other key improvements include a new electronic leave system, the introduction of an orientation programme for new staff and the production of an ITC-specific 'Conditions and Benefits of Service' booklet.



## Communication and outreach

ITC further stepped up its efforts in 2014 to build awareness about why connecting to international markets is important for growth and job creation and to raise its profile with key constituencies in beneficiary and funder countries.

Press coverage around the world continued to increase: ITC received more than 3,200 media mentions in 2014, a 17% increase over the year before and more than nine times the 2011 figure. ITC worked with journalists to equip them to use ITC market intelligence tools to inform their analysis and writing, adding to the number of news sources that routinely cite ITC data.

ITC's website received almost 1.2 million visitors in 2014. The number of news items published rose to 354 from 300 the year before. The online edition of Trade Forum, ITC's quarterly publication, received more than 233,000 visits across its English, French and Spanish versions.

ITC expanded its use of multimedia content in 2014 to communicate its work to different audiences. Trade Compass, a video news bulletin examining trade and development issues from around the world, started production in late November. From its first episode it has been picked up by UN Television and retransmitted to its thousands of viewers in addition to receiving hundreds of views on ITC's YouTube page.

ITC also worked to ensure that more of the content on its website was available in its three official languages.

### Social media

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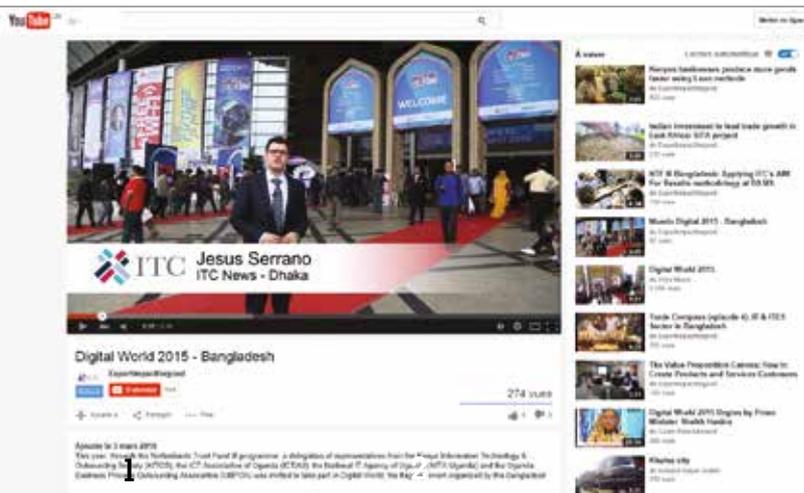
ITC stepped up its use of social media in 2014 to get its message out to different audiences via Twitter, Facebook, LinkedIn and, towards the end of the year, YouTube.

These efforts paid off in terms of sharp growth in the amount of people engaging with ITC via social media. The number of Twitter users following @ITCNews more than doubled over the course of the year from 2,677 to 5,807. The number of people connected to ITC on LinkedIn jumped roughly 50% to 11,485. ITC's Facebook page registered similar growth, albeit from a lower base, ending the year with 1,861 followers.

### Publications

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Publications remained an important component of ITC's work in 2014. To commemorate our 50th anniversary, a book looked at the past and future of small and medium-sized enterprises (SMEs) in international trade. Other books examined topics such as how women-owned companies



1. A still shot from an episode of Trade Compass on ITC's YouTube page 2. Filming coffee tasting at Kigali, Rwanda 3. News stories on ITC's website

could get a larger share of the world's US\$11 trillion market in public procurement, and how Pakistani companies could take advantage of enhanced preferential access to the European market. Meanwhile, technical papers targeted narrower specialist audiences, tackling issues such as the results of non-tariff measure surveys as well as opportunities for developing countries in services trade.

### Outreach through participation in high-level events

ITC's Executive Director and other top officials brought its views to a variety of high-level international conferences and policy processes in 2014, including:

- UN Open Working Group on Sustainable Development Goals
- Least Developed Countries' Ministerial Conference, Cotonou, Benin, July
- International Conference on Small Island Developing States, Apia, Samoa, September
- Second United Nations Conference on Landlocked Developing Countries, Vienna, November
- Ninth Conference of African Union Ministers of Trade, Addis Ababa, Ethiopia, December
- African, Caribbean and Pacific Trade Ministerial Meeting, Nairobi, Kenya, June

3

12 Dec. 2014 - News  
**International cotton body welcomes ITC's regional approach to building textile industries in Africa**  
ITC-facilitated regional approach to cotton-to-clothing industry presented at ICAC Plenary Meeting in Greece

09 Dec. 2014 - News  
**Dhaka seminar explores how to boost competitiveness of Bangladesh ICT sector**  
Attracting larger information technology companies into Bangladesh, supporting the growth of key indigenous companies, and increasing revenue from IT product development will be crucial to achieving Bangladesh's objectives to boost...

09 Dec. 2014 - News  
**ITC head visits Japan to promote SME development in Africa**  
TICAD and Ethical Fashion focus of three-day visit

04 Dec. 2014 - Press Release  
**González: Africa's potential remains untapped**  
ITC Executive Director calls on African Union trade ministers to step up efforts to create continental free trade area

03 Dec. 2014 - News  
**Senegalese mangoes to receive export boost**  
With support from ITC, Senegal today launched a project to boost the productivity, processing capacity, and export market diversification of its mango industry. The project is Senegal's first 'tier 2'...

03 Dec. 2014 - News  
**Unlocking East African businesses access to Indian markets**  
East African businesses are set to trade more with India by learning to take advantage of the country's duty-free market access scheme, facilitated by the Supporting India's Trade Preferences for...

02 Dec. 2014 - News  
**"It is easy doing business in Bangladesh, I would say no. Is it worth the effort? I would definitely say yes."**  
If you ask me whether it is easy doing business in Bangladesh I would say no. Is it worth the effort? I would definitely say yes. It was 2011 when...

02 Dec. 2014 - News  
**Norway signs MOU with ITC to provide USD 6 million funding support for its work**  
The Government of Norway is pleased to work with the International Trade Centre (ITC) because of its work to help boost the international competitiveness of small and medium-sized enterprises (SMEs)...

01 Dec. 2014 - News  
**Providing Peruvian sachu inchi farmers access to the United States market**  
ITC supported the development of a GRAS assessment dossier for exports of sachu inchi oil to markets in the United States.



## Major ITC events



### 14<sup>th</sup> World Export Development Forum

#### **SMEs: Creating jobs through trade**

Kigali, Rwanda, September

Successfully co-hosted with the Rwanda Development Board, 2014 marked the first year that ITC's flagship event was held in a least developed country – or, for that matter, in Africa. Attendance was the highest ever as more than 1,000 global thinkers, business leaders, entrepreneurs and policy practitioners from over 70 countries came together to do business with each other and to discuss how best to boost trade and job creation by enabling SMEs to become more competitive.



### Women Vendors Exhibition and Forum

Kigali, Rwanda, September

Held in conjunction with the WEDF (above), the headline event of ITC's Global Platform for Action on Sourcing from Women Vendors included 44 women entrepreneurs signing letters of intent to export worth a total of over US\$5.5 million.



## 10<sup>th</sup> Trade Promotion Organization Network World Conference & Awards

### ***From export promotion to internationalization: The role of TPOs in the global economy***

Dubai, United Arab Emirates, November

The largest TPO Network conference ever included discussions on linking trade and investment promotion; trade facilitation; services; market diversification; women's economic empowerment; branding; and innovation in information communication technologies for TPOs. More than 400 participants from 68 countries – representing TPOs, business associations, and governments – discussed the challenges to trade promotion work in a fast-evolving economic landscape involving new opportunities and competitive threats as well as heightened expectations from business communities.



## 50 years of Trade Impact for Good

Geneva, June

ITC commemorated its 50-year anniversary with a panel discussion at World Trade Organization headquarters during which ministers and other high-level participants, including former heads of ITC, looked back as well as ahead to the institution's future. A book, '50 Years of Unlocking SME Competitiveness: Lessons for the Future,' was launched, followed by a fashion show showcasing works produced through ITC's Ethical Fashion Initiative.



## ITC Open Doors and Innovation Day

Geneva, December

ITC threw open its doors to the Geneva trade community, students and the public. The main focus of the event was an interactive exhibition of ITC's broad range of exciting and innovative tools and services, aimed at helping SMEs navigate the rapidly changing world of international business.





## Partnerships in 2014

In order to further increase the effectiveness of its work, ITC stepped up its partnerships with international organizations, regional and national institutions and the private sector.

### Intergovernmental organizations

#### United Nations

- ITC launched a strategic partnership with the **UN Conference on Trade and Development (UNCTAD)** aimed at providing effective capacity building and technical assistance to developing countries. The partnership will focus on supporting the implementation of the WTO Trade Facilitation Agreement with emphasis on least developed countries (LDCs) and their small and medium-sized enterprises (SMEs).
- ITC partnered with other UN agencies under the **One UN** initiative in Rwanda. ITC was responsible for supporting SMEs and trade and investment support Institutions (TSIs) in several sectors.
- The **United Nations Development Programme (UNDP)** and ITC agreed to strengthen their working relationship in the field as well as in the areas of financial and legal management.
- ITC joined UN and other international agencies working on trade, economic development, agriculture, labour and environmental issues to participate in the **Chief Executive Board (CEB) Inter-Agency Cluster on Trade and Productive Capacity**, an inter-agency collaborative mechanism dedicated to coordinating trade and development operations at the national and regional levels within the UN system.
- ITC worked with the **UN Economic and Social Commission for Asia and the Pacific (UNESCAP)** to explore areas of joint programming in the **South Asian Association for Regional Cooperation (SAARC)** sub-region focusing on regional economic integration as well as non-tariff measures (NTMs).
- In 2014, ITC and the **UN World Tourism Organization (UNWTO)** established a strong technical working relationship, collaborating to refine ITC's approach in tourism sector development and launch joint analytical work on the links between trade and tourism.
- ITC partnered with the **UN Global Compact** in two separate areas: sustainability standards, notably to leverage ITC's Standards Map and related expertise, and in work related to ITC's Global Platform for Action on Sourcing from Women Vendors. ITC joined the Women's Empowerment Principles Leadership Group established by the UN Global Compact together with UN Women.



**1.** ITC worked with the UN High Commissioner for Refugees **2.** Memorandum of Understanding (MoU) signing between APEX-Brasil, SECEX/MDIC and ITC **3.** Cooperation with the Sharjah Business Women Council

- ITC worked with the **UN High Commissioner for Refugees (UNHCR)** as part of its Global Strategy for Livelihoods in promoting the exports of high-quality handicrafts using the special artisanal skills of Syrian refugees in Lebanon.
- ITC worked with the **UN Economic and Social Commission for Western Asia (UNESCWA)** and the **United Nations Economic Commission for Africa (UNECA)** to identify practical solutions to the Arab region's priorities on unemployment and creating new opportunities for youth.
- ITC partnered with the **UN Industrial Development Organization (UNIDO)** to intensify joint activities in support of developing countries in Africa and Asia. The initial focus will be on Ethiopia, Senegal and Sri Lanka, beginning with an ITC-led multi-year project aimed at enhancing Sri Lanka's productive trade capacity.
- ITC and the **Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)** continued their fruitful partnership in the areas of biodiversity and trade.

#### Other international organizations

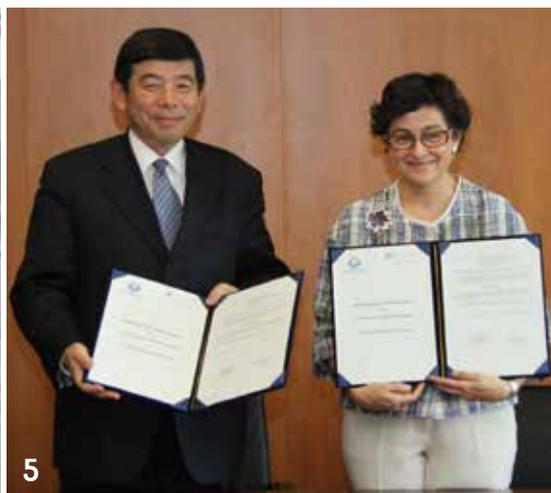
- ITC continued to support activities under the **Enhanced Integrated Framework (EIF)**, partnering with LDC governments as well as with other EIF partner agencies to start implementing new export development projects in Chad, Senegal, Guinea and Benin. ITC also responded to requests from more than 10 LDCs to support the formulation of EIF projects, leading to joint technical assistance programmes for countries including Djibouti, Burundi, Guinea Bissau and Sao Tome and Principe. ITC participated in the **Steering Committee on Tourism for Development** aimed at launching a new partnership initiative for developing the regional focus of EIF

programming. In addition, ITC is fully engaged in the EIF's mid-term evaluation.

- ITC and the **World Bank** launched a project aimed at developing the e-commerce sector in the Arab region and increasing SME exports through virtual marketplaces.
- ITC and the **International Finance Corporation (IFC)** began cooperation on access to finance for SMEs to contribute to sustainable development.
- ITC and the **World Customs Organization (WCO)** started a strategic partnership aimed at providing effective technical assistance to developing countries, especially LDCs, in their efforts to implement the Trade Facilitation Agreement. ITC's work will focus on SMEs in these countries.
- ITC continued work with the **Organisation internationale de la Francophonie (OIF)** to support the formulation of the trade development component of OIF's new framework plan for economic cooperation activities from 2015 to 2018.

#### Regional organizations & banks

- ITC partnered with the **Central European Free Trade Agreement (CEFTA)** Secretariat to support its member countries in implementing trade facilitation measures to foster regional economic integration.
- ITC worked with the **Inter-American Development Bank (IADB)** to develop an innovative virtual training programme for Latin American trade promotion organizations on 'Results Measurement'.
- As part of a relationship established in 2013, ITC and the **Secretaría de Integración Económica Centroamericana (SIECA)** collaborated in the conceptualization of the



4. ITC and the Pacific Island Forum Secretariat signed an inter-institutional memorandum of understanding 5. ITC and the World Customs Organization (WCO) started a strategic partnership 6. Establishing a partnership with the Export Import Bank of India

COMPITE Centroamérica – a regional integration and competitiveness programme for Central America - to be coordinated by SIECA with Inter-American Development Bank (IADB) funding.

- ITC and the **African Development Bank (AfDB)** cooperated on pinpointing strategies to increase intra-African trade during an AfDB-organized event, *Facilitating Africa's Trade*.
- ITC continued its partnership with the **African Union (AU) Commission** to find ways of increasing intra-African regional trade. As part of the partnership, ITC has been asked to provide technical support to set up a Pan-African Trade Observatory as well as an African Business Council.
- Also related to boosting intra-African trade, ITC built on its strong working relationship with the five **African Regional Groupings** in developing regional trade-related technical assistance programmes.
- ITC and the **Asian Pacific Economic Cooperation (APEC) Business Council** worked together to mobilize businesses for a new regional services agenda.
- Following the **Third UN Conference on Small Island Developing States (SIDS)**, ITC and the **Pacific Island Forum Secretariat** signed an inter-institutional memorandum of understanding (MoU) covering the entire range of ITC products and services.
- ITC, in partnership with the **CABIS Secretariat**, organized a side event seminar during the **11<sup>th</sup> China-ASEAN Business and Investment Summit (CABIS)** in Nanning, China. The seminar brought together more than 80 top public and private sector representatives from China, Cambodia, Lao PDR and Myanmar to explore opportunities to bolster trade and development and discuss practical ways to support SMEs in Asian LDCs.

- ITC and the **Secretariat of the African, Caribbean and Pacific (ACP) Group of States** agreed on a framework for cooperation focused on building the competitiveness of SMEs to promote and achieve sustainable economic development in ACP countries and regions. As part of this work, ITC published a report on intra-ACP trade.

#### National partner institutions

- ITC and the **Confederation of Indian Industry (CII)** signed an inter-institutional MoU to cooperate in the areas of SME Competitiveness and Trade Support Institutional Strengthening. CII is a partner in the Supporting Indian Trade and Investment for Africa (SITA) project and has been coordinating the participation of Indian industry in the project.
- ITC and the **Export-Import Bank of India (EXIM)** signed an inter-institutional MoU to cooperate on trade finance solutions focused on Africa. Also a partner in ITC's SITA project, EXIM is in the process of delivering technical assistance for the design of an export credit guarantee scheme in Rwanda.
- ITC, the **Brazilian Trade and Investment Promotion Agency (APEX-Brazil)** and the **Brazilian Secretariat of Foreign Trade at the Ministry of Development Industry and Foreign Trade (SECEX/MDIC)** agreed to work more closely to provide trade-related technical assistance in trade facilitation, among other areas.
- The **Namibian Ministry of Trade and Industry** agreed to contribute financing to ITC's ACCESS! Programme, the first time an African partner country has agreed to finance the initiative.



1. MoU signing with Bain & Company 2. Swiss government, Tunisian government and ITC sign MoU on value chain competitiveness in the textile and clothing sector 3. Establishing a partnership with the African Fine Coffee Association (AFCA)

- ITC worked with **Ecuador's Corporación de Promoción de Exportaciones e Inversiones (CORPEI)** to support the development of Ecuador's service exports.
- ITC collaborated with the **Asociación de Productores y Exportadores de Nicaragua (APEN)** on increasing the export readiness of Nicaraguan women business enterprises.
- In the framework of ITC's Integrating SIDS Women Entrepreneurs into the Global Economy project, a partnership with **Papua New Guinea's Small Business Development Corporation (SBDC)** was initiated to train the organization's staff on export development and explore new joint projects.
- ITC and **Dubai Exports** partnered in hosting the 2014 TPO Network World Conference and Awards in November
- In September, ITC also partnered with the **Government of Rwanda**, through the **Rwanda Development Board**, in hosting both the annual World Export Development Forum (WEDF) and Women Vendors Exhibition & Forum (WEVF) in Kigali.

### Private sector & foundations

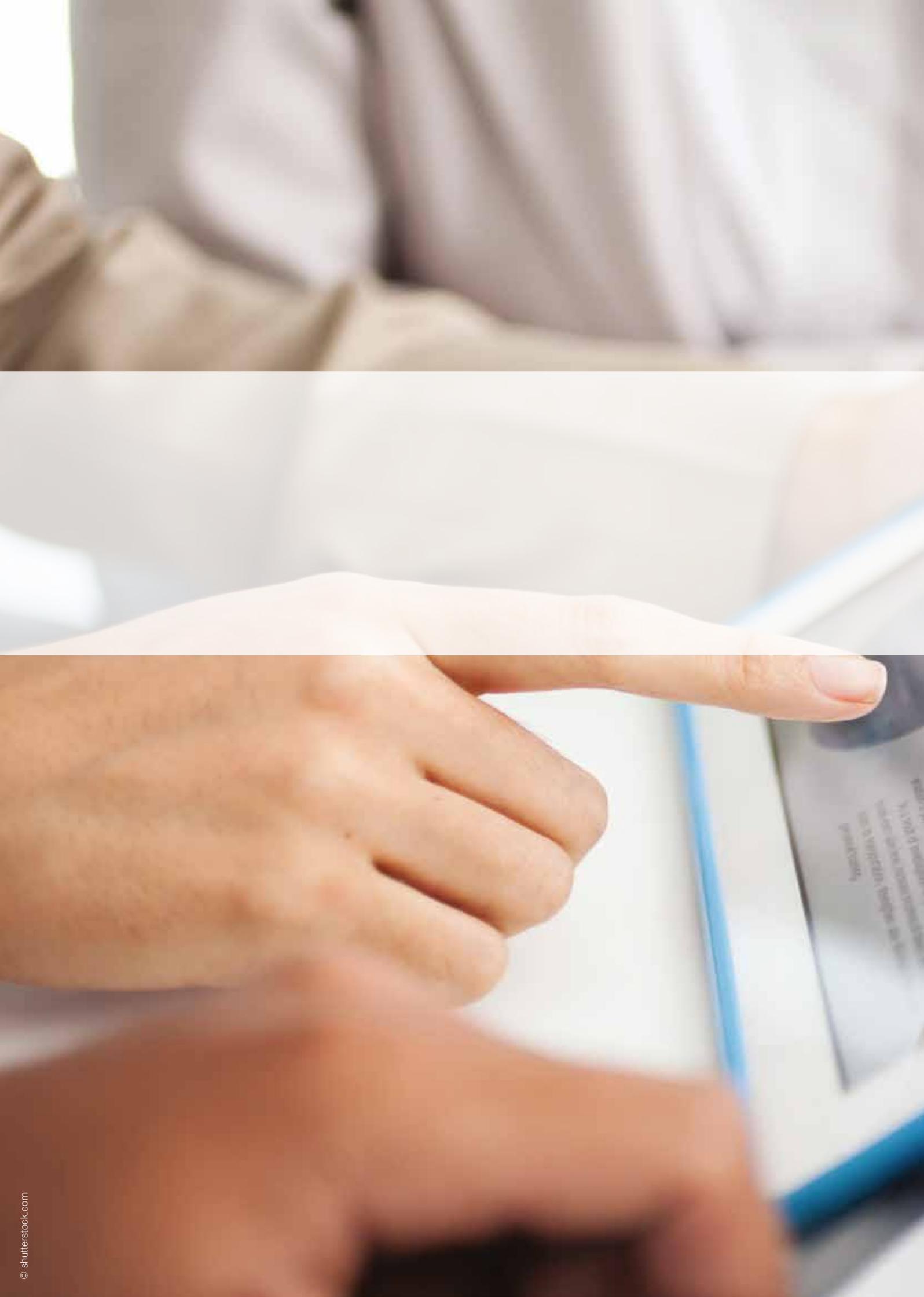
- ITC and the **Global Services Coalition** took part in the Global Services Summit (GSC) hosted in Washington by the **U.S. Coalition of Services Industries** in Washington. ITC and the **Australian Services Roundtable** launched a partnership aimed at providing joint technical assistance in strengthening the development of services sectors around the globe.
- ITC's **Ethical Fashion Initiative** partnered with several prominent designers to help support disadvantaged communities in East Africa and West Africa by integrating producers into the global value chain of leading international fashion brands.
- ITC partnered with German electronics and engineering company **Robert Bosch GmbH**, with a focus on building value chain competencies of SMEs in developing countries and LDCs to improve their capacities to enter foreign markets.
- ITC and consumer products maker **Unilever** jointly launched an initiative aimed at enhancing transparency in sustainable agricultural practices. Unilever will use ITC's Standards Map as a benchmark to increase the transparency of international quality production standards.
- ITC is partnering with **AIM-PROGRESS**, a group of large brands and multinationals, in its effort to benchmark sustainability standards and audit protocols used in global value chains using ITC's Standards Map and related expertise on sustainability standards
- ITC entered into a partnership with the **World Economic Forum** and management consultants **Bain & Company** to seek to ensure that momentum for implementing the 2013 WTO Bali accords, including the Trade Facilitation Agreement, remains strong.

- ITC partnered with logistics company **DHL** to gain further insights into the sector and to discuss challenges and opportunities that could be relevant to opening international trade to small companies in the future.
- ITC established partnerships with the **African Fine Coffee Association (AFCA)** and **International Women's Coffee Alliance (IWCA)** to jointly develop e-learning courses for the private sector and establish women's groups in the coffee sector.
- ITC launched a joint collaboration with the **Cambodia Women Entrepreneurs Association (CWEA)** aimed at encouraging and supporting the growth of women weavers, women workers and women-owned businesses in the Cambodian silk sector.
- ITC engaged with the **Sharjah Business Women Council** in developing projects to benefit businesswomen in the Arab region, with particular emphasis on women working in traditional sectors.
- ITC worked with **CCI France**, the umbrella organization of the network of French Chambers of Commerce and Industry, as well as the **Permanent Conference of African and Francophone Chambers of Commerce (la Conférence permanente des chambres consulaires africaines et francophones, or CPCCAF)** to share best practices in the field of competitive intelligence.
- In cooperation with the **United States Agency for International Development (USAID)** and the League of Arab States, ITC began a regional project to alleviate NTMs in the Middle East and North Africa region.
- ITC worked with the **London College of Fashion** and New York-based **Parsons The New School of Design** to enhance the skills of women working in the textile and garment industry.
- ITC and the **European Institute of Purchasing Management (EIPM)** entered into collaboration aimed at exchanging ideas, promoting best practices and providing a range of services in the field of purchasing and supply chain management.
- ITC participated in the **European Trade Promotion Organisation's** annual chief executives meeting. ITC also hosted the bi-annual meeting of the network's working group on trade information.
- ITC partnered with institutions in three Trans-Pacific Partnership (TPP) negotiating countries, including the **National Graduate Institute for Policy Studies (GRIPS)** in Japan, the **United States International Trade Commission (USITC)** and **Canada's Department of Foreign Affairs, Trade and Development** to conduct forward-looking analysis and mapping of trade agreements and tariff schedules.

## Other partnerships

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- ITC and **CBI, the Dutch Centre for the Promotion of Imports from Developing Countries**, continued their fruitful partnership under the third phase of the Netherlands Trust Fund programme (NTF III). It includes close cooperation in the information technology and IT-enabled services sectors in Bangladesh, Kenya and Uganda as well as tourism in Myanmar and traditional agricultural sectors in Kenya (avocado) and Uganda (coffee).
- ITC worked with **GIZ, the German Federal Enterprise for International Cooperation**, to support the Export Strategy of Kyrgyzstan, which was developed and endorsed by stakeholders. ITC is also working with GIZ to implement the Kyrgyz National Export Strategy through the development of project proposals and the coordination of donor activity in the country.
- ITC continued its partnership with the **Swiss Import Promotion Programme Organization (SIPPO)**, with projects aimed at enhancing the ability of SMEs from developing countries to access the Swiss market.
- ITC partnered with the **European Commission's Directorate-General for Trade** to conduct a survey of European Union enterprises' experiences with NTMs as obstacles to trade. The findings on how European companies perceive NTMs will provide valuable insights for ITC beneficiary countries, many of which seek to export to the EU.





# Appendices

# APPENDIX I

## ITC FOCUS AREAS AND PROGRAMMES

FOCUS AREAS	PROGRAMMES
<b>1. Trade and market intelligence for SME competitiveness</b>	Competitive Intelligence Programme Non-Tariff Measures in Goods and Services Programme Transparency in Trade Programme
<b>2. Supporting regional economic integration and South-South links</b>	Boosting Intra-African Trade Programme Promoting South-South Links Programme
<b>3. Connecting to value chains: SME competitiveness, diversification and links to export markets</b>	Value Added to Trade Programme e-Solutions Programme: linking businesses to markets
<b>4. Strengthening trade and investment support institutions</b>	Assess Improve Measure (AIM) for Results Building Coalitions of Services Industries
<b>5. Promoting and mainstreaming inclusive and green trade</b>	Supporting Youth Entrepreneurship and Trade Programme Empowering Women to Trade Programme Empowering Poor Communities to Trade Programme Trade and Environment Programme
<b>6. Building a conducive business environment</b>	National and Sector Export Strategies Trade Facilitation Programme Supporting trade negotiations

# APPENDIX II

## ITC TECHNICAL COOPERATION BY REGION AND FOCUS AREA

FOCUS AREA / PROGRAMME / PROJECT	DONOR	SUB-SAHARAN AFRICA	ASIA-PACIFIC	ARAB STATES	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN	GLOBAL	CORPORATE	OP BUDGET \$'000	EXPENDITURE \$'000	% SPEND
<b>1 Trade and market intelligence for SME competitiveness</b>											
<b>Competitive Intelligence Programme</b>											
Competitive Intelligence	ITF Window I						■		174	166	95%
Development of a national trade portal in Bangladesh	ITF Window I		■						39	29	74%
Innovation Fund: Next-generation trade intelligence portal	ITF Window I						■		85	87	103%
Market Insider	ITF Window I						■		126	123	98%
Trade information services revolving fund	Revolving Fund						■		50	6	12%
Upgrading of trade information services for exporters in Saint Lucia	Saint Lucia						■		50	45	90%
<b>Non-Tariff Measures in Goods and Services Programme</b>											
Non-tariff measures (NTMs) – Phase II	United Kingdom	■	■	■	■	■	■		1 550	1 201	77%
<b>Transparency in Trade Programme</b>											
2014 flagship report	ITF Window I						■		94	79	84%
Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network	European Union			■	■				0	750	
Global Public Good: Market Access Map	European Union, Russian Federation						■		790	712	90%
ITC @ 50 Publication	ITF Window I						■		100	122	122%
Malawi: Improved Trade Statistics and Information System	European Union	■							0	240	
Revolving fund for market analysis and research	Revolving Fund						■		400	229	57%
Trade for Sustainable Development Programme	ITF Window I, Switzerland, European Union, HIVOS, IDH Sustainable Trade Initiative						■		1 927	1 747	91%

FOCUS AREA / PROGRAMME / PROJECT	DONOR	SUB-SAHARAN AFRICA	ASIA-PACIFIC	ARAB STATES	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN	GLOBAL	CORPORATE	OP BUDGET \$'000	EXPENDITURE \$'000	% SPEND
<b>2 Supporting regional economic integration and South-South links</b>											
<b>Boosting Intra-African Trade Programme</b>											
Project Development: Boosting Intra-African Trade - A Pan-African Programme	ITF Window I	■							0	48	
Trade promotion and value addition for African cotton	European Union	■							600	918	153%
Coordination of African regional cotton sector strategies implementation	European Union	■							880	649	74%
Programme for Building African Capacity for Trade (PACT) II	ITF Window I	■							573	651	114%
Kenya: Promoting Intra-regional Trade in Eastern Africa	ITF Window I	■							509	407	80%
Tanzania: Promoting Intra-regional Trade in Eastern Africa	ITF Window I	■							696	622	89%
Zambia: Promoting Intra-regional Trade in Eastern Africa	ITF Window I	■							521	482	93%
<b>Promoting South-South Links Programme</b>											
Project Development: Supporting intra and inter-regional trade by linking Central American SMEs to Multinationals Value Chains	ITF Window I					■			0	57	
Enhancing Export Capacities of Asian LDCs for Intra-regional Trade	China		■						210	158	75%
Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong	OIF	■	■						65	21	32%
Supporting Indian Trade and Investment for Africa (SITA)	United Kingdom, ITF Window I	■	■						0	1 234	
Regional Integration and Economic Partnership Agreements (EPAs) Programme	ITF Window I	■	■	■	■	■			0	316	
<b>3 Connecting to value chains: SME competitiveness, diversification and links to export markets</b>											
<b>e-Solutions Programme: linking businesses to markets</b>											
Development of SMEs exports through virtual marketplaces	ITF Window I, World Bank			■					0	138	
<b>Value Added to Trade Programme</b>											
Project Development: Programme d'appui au développement des exportations malgaches	ITF Window I	■							0	62	
Project Development: Myanmar Country Programme - Accelerating inclusive and sustainable export-led growth	ITF Window I		■						0	31	
Project Development: Strengthening Omani SMEs' export competitiveness in priority sub-sectors	ITF Window I			■					0	13	
Project Development: Georgia - Enhancing SME competitiveness through capacity building and assistance to the herbs sector to facilitate integration into the EU market	ITF Window I				■				0	19	
Project Development: Ukraine - Enhancing SME competitiveness in the fresh fruits and vegetables sector of the Kherson region	ITF Window I				■				0	20	

FOCUS AREA / PROGRAMME / PROJECT	DONOR	SUB-SAHARAN AFRICA	ASIA-PACIFIC	ARAB STATES	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN	GLOBAL	CORPORATE	OP BUDGET \$'000	EXPENDITURE \$'000	% SPEND
Project development: Caribbean Region - Development of value added products and intra-regional trade to enhance livelihoods from coconuts	ITF Window I					■			0	65	
ECS revolving fund	Revolving Fund						■		50	40	80%
Fiji: Improvement of key services to develop livestock	European Union		■						1 125	1 276	113%
Fiji: Strengthening of capacities and services in the agri-food sector	European Union		■						1 037	757	73%
The Gambia: Sector competitiveness and export diversification	EIF	■							480	413	86%
Sri Lanka: Improving the Safety and Quality of Fruits and Vegetables	ITF Window I, STDF		■						323	133	41%
Inception Phase of ITC's 3E Programme	ITF Window I						■		141	74	53%
Kuwait: Improving the international competitiveness of food and beverage producers	Kuwait			■					300	133	44%
Kyrgyzstan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacity	Switzerland				■				615	880	143%
Lesotho - Horticulture productivity and trade development	EIF	■							1 551	639	41%
Supply chain management training and professional certification (MLS-SCM)	ITF Window I, Switzerland, Revolving Fund						■		878	660	75%
Morocco: Export Development for Employment Creation	Canada			■					1 200	1 397	116%
Nepal Pashmina Enhancement and Trade Support	EIF		■						700	240	34%
NTF III Management and Technical Leadership	Netherlands		■	■					1 755	946	54%
NTF III Bangladesh - IT & ITES Export Competitiveness	Netherlands		■						0	688	
NTF III Kenya - Enhancing Export Competitiveness of the Avocado sector in Kenya	Netherlands		■						0	83	
NTF III Kenya - Enhancing Export Competitiveness of the IT & ITES Sector in Kenya	Netherlands		■						0	124	
NTF III Myanmar - Inclusive Tourism Focusing on Kayah State	Netherlands		■						0	90	
NTF III Uganda - Enhancing Export Competitiveness of the Coffee sector in Uganda	Netherlands		■						0	17	
NTF III Uganda – Enhancing Export Competitiveness of the IT & ITES in Uganda	Netherlands		■						0	228	
Tunisia: Boosting Competitiveness of Textile and Clothing Sector in Tunisia	Switzerland			■					0	14	
Chad: Strengthening the trade capacity of the gum arabic sector	EIF	■							0	23	
Rwanda: Boosting the International Competitiveness of SME Clusters - BICS	ITF Window I, One UN		■						0	161	
SME Promotion and Development - Nampula (Mozambique)	One UN		■						0	9	

FOCUS AREA / PROGRAMME / PROJECT	DONOR	SUB-SAHARAN AFRICA	ASIA-PACIFIC	ARAB STATES	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN	GLOBAL	CORPORATE	OP BUDGET \$'000	EXPENDITURE \$'000	% SPEND
Standards and Trade Development Facility, Nigeria - SPS capacity building for sesame seeds and shea nut butter exports	STDF	■							0	6	
Strategic Partnerships for Enhancing Export Quality in Developing Countries	ITF Window I						■		187	109	59%
The Comoros: Strengthening the sanitary and phytosanitary system	STDF	■							0	26	
Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities	Switzerland				■				365	514	141%
Tanzania: Integration of Horticulture Supply/Value Chains into Tourism	One UN, Switzerland	■							459	472	103%
WIPO/ITC: Brand Strategy Activation	ITF Window I	■							100	84	84%
Zimbabwe: Trade and private sector development programme	European Union	■							0	949	
<b>4 Strengthening trade and investment support institutions</b>									3 263	3 470	106%
<b>Assess Improve Measure (AIM) for Results</b>									3 076	3 024	98%
Project development: Strengthening commercial mediation services for exporting SMEs in Africa	ITF Window I	■							0	32	
AIM for Results: Improving TSIs Performance and Measurement-Phase I	ITF Window I, Revolving Fund						■		487	644	132%
ITC Trade Finance Online Flagship Course	ITF Window I						■		0	37	
Peru: Enabling TSIs in Peru's northern corridor to respond to the needs of exporters	Switzerland					■			240	146	61%
South Africa: Building Capacity in Export Management and Export Market Analysis	South Africa	■							113	110	97%
State of Palestine: Strengthening capacities in trade promotion for export development	UNDP			■					200	241	120%
Support for LDCs under EIF	ITF Window I	■	■						141	140	99%
TPO Networking - Sharing and adoption of winning practices	ITF Window I						■		64	62	97%
Trade Promotion Organization Network World Conference and Awards	ITF Window I						■		335	295	88%
<b>Building Coalitions of Services Industries</b>									187	446	238%
Ecuador: Supporting services trade in Ecuador	Ecuador					■			0	42	
LDC Services Exports: Business Success Stories and Challenges	Australia						■		0	23	
Trade in services: Trade intelligence, partnership development and technical assistance	ITF Window I						■		187	199	106%
Zambia: Improving Access to Finance Services for SMEs	One UN	■							0	182	

FOCUS AREA / PROGRAMME / PROJECT	DONOR	SUB-SAHARAN AFRICA	ASIA-PACIFIC	ARAB STATES	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN	GLOBAL	CORPORATE	OP BUDGET \$'000	EXPENDITURE \$'000	% SPEND
<b>5 Promoting and mainstreaming inclusive and green trade</b>									9 978	9 196	92%
<b>Empowering Poor Communities to Trade Programme</b>									3 170	4 025	127%
Poor Communities and Trade Programme / Ethical Fashion Initiative	ITF Window I, Japan, Switzerland	■				■			2 717	3 507	129%
Cambodia: Export diversification and expansion program (CEDEP) I - High value silk	EIF		■						400	323	81%
Lao PDR: Enhancing sustainable tourism, clean production and export capacity	Switzerland		■						53	195	369%
<b>Empowering Women to Trade Programme</b>											
ACCESS! Namibia - Export Development Services for Businesswomen	Namibia	■							0	76	
Trade facilitation for women informal cross-border traders and MSMEs in the East African Community - Phase II	United Kingdom	■							169	274	162%
W&T II: Programme Management	United Kingdom, Australia	■	■	■		■	■		1 444	1 197	83%
W&T II: Ethiopia and Mongolia: Supporting Women Business Enterprises in the Textiles and Garments Sector	ITF Window I	■	■						300	157	52%
W&T II: Economic Empowerment of Women in the Pacific Region	Australia		■						970	366	38%
W&T II: Palestine: Enhancing Women SMEs Development	ITF Window I, United Kingdom			■					179	172	96%
W&T II: Ghana: Improving competitiveness of women in the yam value chain	United Kingdom	■							140	43	31%
W&T II: Improving economic benefits for women in the coffee sector	ITF Window I, United Kingdom	■							340	171	50%
W&T II: Nicaragua: Enhancing the capacities of women business enterprises to participate in international trade	ITF Window I					■			129	24	19%
W&T II: People First: Working towards gender balance across ITC	ITF Window I							■	0	47	
W&T II: The Global Platform for Action on Sourcing from Women Vendors	ITF Window I, United Kingdom						■		1 097	1 080	98%
W&T II: Zambia: Empowering Women in the Cotton Sector	ITF Window I, United Kingdom	■							266	51	19%
<b>Supporting Youth Entrepreneurship and Trade Programme</b>											
Innovation Fund: ITC Youth and Trade Initiative	ITF Window I			■					0	34	
Project Development: Integration of Tanzania's Youth into global value chains of bee products	ITF Window I	■							0	57	
<b>Trade and Environment Programme</b>											
Trade and Environment programme - Phase 2	ITF Window I	■				■	■		1 650	1 432	87%

FOCUS AREA / PROGRAMME / PROJECT	DONOR	SUB-SAHARAN AFRICA	ASIA-PACIFIC	ARAB STATES	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN	GLOBAL	CORPORATE	OP BUDGET \$'000	EXPENDITURE \$'000	% SPEND
<b>6 Building a conducive business environment</b>											
<b>National and Sector Export Strategies</b>											
Formulation of the development strategy for the shea nut value chain in Burkina Faso	EIF	■							0	150	
Export Strategy Design and Management Programme	ITF Window I	■	■	■	■	■	■		1 500	1 590	106%
<b>Supporting trade negotiations</b>											
Business and trade policy	ITF Window I						■		261	371	142%
LDCs: Fostering business support to the WTO Accession project	ITF Window I	■	■	■					506	562	111%
Tajikistan: Implementation of WTO provisions and business awareness of WTO Accession (Component Two)	Switzerland				■				493	205	41%
Tajikistan: WTO Negotiations of Accession - Policy Advice and Capacity Building (Component One)	Switzerland				■				219	309	141%
<b>Trade Facilitation Programme</b>											
Côte d'Ivoire: Institutional strengthening of economic policy and facilitation of regional and global integration	European Union	■							1 300	3 262	251%
Improving the Business Environment for exporting SMEs through Trade Facilitation: Supporting country compliance with the TF agreement obligations	ITF Window I, Switzerland						■		0	282	
Pakistan: Assistance to the design and implementation of trade policy and regulatory reform to improve export possibilities	European Union		■						245	251	103%
<b>7 Corporate</b>											
<b>Business Development</b>											
Needs assessment and project design: Piloting the methodology and boosting the project pipeline	ITF Window I	■	■	■	■	■	■		422	337	80%
<b>Corporate efficiency</b>											
E-learning, CRM, ITC regional office for Latin America and Caribbean (in Mexico), modernization of IT systems and services, modernization of HR policies and services, evaluation and impact assessment (including independent evaluation of ITC), results-based management	ITF Window I							■	6 785	6 308	93%

# APPENDIX III

## ITC COUNTRY AND REGIONAL PROJECTS AND PROGRAMMES BY COUNTRY

COUNTRY/AREA	<ul style="list-style-type: none"> <li>■ GLOBAL AND REGIONAL PROGRAMMES</li> <li>■ COUNTRY-SPECIFIC PROJECTS</li> </ul>
AFGHANISTAN	<ul style="list-style-type: none"> <li>■ LDCs: Fostering business support to the WTO Accession process</li> </ul>
ALGERIA	<ul style="list-style-type: none"> <li>■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> <li>■ Building Export Capacities for Regional Integration in the Arab States</li> <li>■ Aid for Trade Initiative for the Arab States</li> </ul>
ANGOLA	<ul style="list-style-type: none"> <li>■ Project development support for LDCs under EIF</li> </ul>
BAHRAIN	<ul style="list-style-type: none"> <li>■ Building Export Capacities for Regional Integration in the Arab States</li> <li>■ Aid for Trade Initiative for the Arab States</li> </ul>
BANGLADESH	<ul style="list-style-type: none"> <li>■ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>■ Trade for Sustainable Development Programme Small Traders Capacity Building Programme</li> <li>■ NTF III Bangladesh: IT &amp; ITES Export Competitiveness</li> </ul>
BENIN	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>■ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>■ Trade promotion and value addition for African cotton</li> <li>■ Project development support for LDCs under EIF</li> </ul>
BOTSWANA	<ul style="list-style-type: none"> <li>■ Export Strategy Design and Management Programme</li> <li>■ ITC-facilitated identification of strategic options for beef, horticulture, tourism and trade information for implementation by the EC-funded Private Sector Development Programme</li> </ul>
BURKINA FASO	<ul style="list-style-type: none"> <li>■ The Ethical Fashion Initiative</li> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>■ Trade promotion and value addition for African cotton</li> <li>■ Export Strategy Design and Management Programme</li> <li>■ Project development support for LDCs under EIF</li> <li>■ Formulation of the development strategy for the shea nut value chain in Burkina Faso</li> </ul>
BURUNDI	<ul style="list-style-type: none"> <li>■ Trade facilitation for women informal cross-border traders and MSMEs in the East African Community - phase II</li> <li>■ Improving economic benefits for women in the coffee sector - phase II</li> <li>■ Regional Integration and Economic Partnership Agreements (EPAs) Programme</li> <li>■ Project development support for LDCs under EIF</li> </ul>
CAMBODIA	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>■ Project development support for LDCs under EIF</li> <li>■ Export diversification and expansion program (CEDEP) I: High value silk</li> </ul>
CAPE VERDE	<ul style="list-style-type: none"> <li>■ Cape Verde: Improving Cape Verde's productive capacities (One UN)</li> </ul>
CAMEROON	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>■ Improving economic benefits for women in the coffee sector - phase II</li> <li>■ Trade promotion and value addition for African cotton</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>■ GLOBAL AND REGIONAL PROGRAMMES</li> <li>■ COUNTRY-SPECIFIC PROJECTS</li> </ul>
CENTRAL AFRICAN REPUBLIC	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>■ Project development support for LDCs under EIF</li> <li>■ Trade promotion and value addition for African cotton</li> </ul>
CHAD	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>■ Project development support for LDCs under EIF</li> <li>■ Trade promotion and value addition for African cotton</li> <li>■ Strengthening Trade Capacity of the Gum Arabic Sector in Chad</li> </ul>
COLOMBIA	<ul style="list-style-type: none"> <li>■ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>■ Trade in services: Trade intelligence, partnership development and technical assistance</li> </ul>
COMOROS	<ul style="list-style-type: none"> <li>■ Project development support for LDCs under EIF</li> <li>■ Strategy for strengthening the SPS sector in the Comoros</li> </ul>
CONGO	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> </ul>
COTE D'IVOIRE	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>■ Project development support for LDCs under EIF</li> <li>■ Trade promotion and value addition for African cotton</li> <li>■ Institutional strengthening of economic policy and facilitation of regional and global integration</li> </ul>
DEMOCRATIC REPUBLIC OF THE CONGO	<ul style="list-style-type: none"> <li>■ Project development support for LDCs under EIF</li> </ul>
DJIBOUTI	<ul style="list-style-type: none"> <li>■ Building Export Capacities for Regional Integration in the Arab States</li> <li>■ Aid for Trade Initiative for the Arab States</li> <li>■ Project development support for LDCs under EIF</li> </ul>
DOMINICAN REPUBLIC	<ul style="list-style-type: none"> <li>■ ITC programme on non-tariff measures (NTMs) – phase II</li> </ul>
ECUADOR	<ul style="list-style-type: none"> <li>■ Trade in services: Trade intelligence, partnership development and technical assistance</li> <li>■ Export Strategy Design and Management Programme</li> <li>■ Supporting Services Trade in Ecuador</li> </ul>
EGYPT	<ul style="list-style-type: none"> <li>■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> <li>■ Building Export Capacities for Regional Integration in the Arab States</li> <li>■ Aid for Trade Initiative for the Arab States</li> </ul>
ETHIOPIA	<ul style="list-style-type: none"> <li>■ Project development support for LDCs under EIF</li> <li>■ LDCs: Fostering business support to the WTO Accession process</li> <li>■ Improving economic benefits for women in the coffee sector - phase II</li> <li>■ T4SD Small Traders Capacity Building Programme</li> <li>■ Trade for Sustainable Development Programme Small Traders Capacity Building Programme</li> <li>■ Supporting Women Business Enterprises in the Textiles and Garments Sector (Women and Trade Phase II)</li> </ul>
EQUATORIAL GUINEA	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> </ul>
FIJI	<ul style="list-style-type: none"> <li>■ Improvement of key services to agriculture</li> <li>■ Improvement of key services to livestock and livestock products</li> </ul>
GABON	<ul style="list-style-type: none"> <li>■ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
GAMBIA	<ul style="list-style-type: none"> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Gambia: Sector Competitiveness and Export Diversification</li> </ul>
GHANA	<ul style="list-style-type: none"> <li>▪ Improving competitiveness of women in the yam value chain</li> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ The Ethical Fashion Initiative - Ghana: Establishing sustainable export-market links and supply chain for ethical fashion and lifestyle</li> </ul>
GUINEA	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> </ul>
GUINEA-BISSAU	<ul style="list-style-type: none"> <li>▪ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>▪ Project development support for LDCs under EIF</li> </ul>
HAITI	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> </ul>
INDONESIA	<ul style="list-style-type: none"> <li>▪ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>▪ Trade in services: Trade intelligence, partnership development and technical assistance</li> </ul>
IRAQ	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
JAPAN	<ul style="list-style-type: none"> <li>▪ Ethical Fashion Initiative Japan - Events and Market Promotion</li> </ul>
JORDAN	<ul style="list-style-type: none"> <li>▪ Development of SMEs Exports through Virtual Market Places</li> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> <li>▪ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> <li>▪ Export Strategy Design and Management Programme</li> </ul>
KAZAKHSTAN	<ul style="list-style-type: none"> <li>▪ Export Strategy Design and Management Programme</li> </ul>
KENYA	<ul style="list-style-type: none"> <li>▪ Promoting Intra-regional trade in Eastern Africa - Kenya</li> <li>▪ The Ethical Fashion Initiative - East Africa chapter, Kenya</li> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Trade and Environment Programme - Phase 2</li> <li>▪ Improving economic benefits for women in the coffee sector - phase II</li> <li>▪ Regional Integration and Economic Partnership Agreements (EPAs) Programme</li> <li>▪ NTF III Kenya - Enhancing Export Competitiveness of the Avocado sector in Kenya</li> <li>▪ NTF III Kenya - Enhancing Export Competitiveness in the IT-ITES Sector in Kenya</li> </ul>
KUWAIT	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> <li>▪ Improving the international competitiveness of food and beverage producers</li> </ul>
KYRGYZSTAN	<ul style="list-style-type: none"> <li>▪ Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacity</li> </ul>
LAO PDR	<ul style="list-style-type: none"> <li>▪ LDCs: Fostering business support to the WTO Accession process</li> <li>▪ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Enhancing sustainable tourism, clean production and export capacity</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
LEBANON	<ul style="list-style-type: none"> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
LESOTHO	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Horticulture productivity and trade development</li> </ul>
LIBERIA	<ul style="list-style-type: none"> <li>▪ Cross Border Trade Between Liberia and Sierra Leone</li> <li>▪ LDCs: Fostering business support to the WTO Accession process</li> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ Project development support for LDCs under EIF</li> </ul>
LIBYA	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
MADAGASCAR	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Trade and Environment Programme - Phase 2</li> </ul>
MALAWI	<ul style="list-style-type: none"> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Improved Trade Statistics and Information System</li> </ul>
MALI	<ul style="list-style-type: none"> <li>▪ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Project development support for LDCs under EIF</li> </ul>
MAURITANIA	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
MAURITIUS	<ul style="list-style-type: none"> <li>▪ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>▪ Export Strategy Design and Management Programme</li> </ul>
MONGOLIA	<ul style="list-style-type: none"> <li>▪ Supporting Women Business Enterprises in the Textiles and Garments Sector (Women and Trade Phase II)</li> </ul>
MOROCCO	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> <li>▪ Development of SMEs Exports through Virtual Market Places</li> <li>▪ Export Development for Employment Creation - EDEC Morocco</li> </ul>
MOZAMBIQUE	<ul style="list-style-type: none"> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Trade for Sustainable Development Programme Small Traders Capacity Building Programme</li> <li>▪ SME's Promotion and Development - Nampula (Mozambique)</li> </ul>
MYANMAR	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ NTF III Myanmar - Inclusive Tourism Focusing on Kayah State</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
NAMIBIA	<ul style="list-style-type: none"> <li>▪ ACCESS! Namibia - Export Development Services for Business Women</li> </ul>
NEPAL	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Trade for Sustainable Development Programme Small Traders Capacity Building Programme</li> <li>▪ Pashmina Enhancement and Trade Support (PETS) Project</li> </ul>
NICARAGUA	<ul style="list-style-type: none"> <li>▪ Enhancing the capacities of women business enterprises to participate in international trade (W&amp;T phase II)</li> </ul>
NIGER	<ul style="list-style-type: none"> <li>▪ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>▪ Project development support for LDCs under EIF</li> </ul>
NIGERIA	<ul style="list-style-type: none"> <li>▪ Standards and trade development facility, Nigeria - SPS capacity building for sesame seeds and shea nut butter exports</li> </ul>
OMAN	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
PAKISTAN	<ul style="list-style-type: none"> <li>▪ Assistance to the design and implementation of trade policy and regulatory reform to improve export possibilities</li> </ul>
PAPUA NEW GUINEA	<ul style="list-style-type: none"> <li>▪ Economic Empowerment of Women in the Pacific Region (Women &amp; Trade Phase II)</li> </ul>
PARAGUAY	<ul style="list-style-type: none"> <li>▪ ITC programme on non-tariff measures (NTMs) – Phase II</li> </ul>
PERU	<ul style="list-style-type: none"> <li>▪ Trade and Environment Programme - Phase 2</li> <li>▪ Enabling TSIs in Peru's northern corridor to respond to the needs of exporters</li> </ul>
PHILIPPINES	<ul style="list-style-type: none"> <li>▪ ITC programme on non-tariff measures (NTMs) – Phase II</li> <li>▪ Trade in services: Trade intelligence, partnership development and technical assistance</li> </ul>
QATAR	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
RWANDA	<ul style="list-style-type: none"> <li>▪ T4SD Small Traders Capacity Building Programme</li> <li>▪ Improving economic benefits for women in the coffee sector - Phase II</li> <li>▪ Regional Integration and Economic Partnership Agreements (EPAs) Programme</li> <li>▪ Trade for Sustainable Development Programme Small Traders Capacity Building Programme</li> <li>▪ Boosting the International Competitiveness of SME Clusters - BICS</li> </ul>
SAINT LUCIA	<ul style="list-style-type: none"> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ Upgrading trade information services for exporters in Saint Lucia</li> </ul>
SAMOA	<ul style="list-style-type: none"> <li>▪ Economic Empowerment of Women in the Pacific Region (Women &amp; Trade Phase II)</li> <li>▪ Project development support for LDCs under EIF</li> </ul>
SAO TOME & PRINCIPE	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> </ul>
SAUDI ARABIA	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
SENEGAL	<ul style="list-style-type: none"> <li>▪ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>▪ ITC programme on non-tariff measures (NTMs) – Phase II</li> <li>▪ Trade for Sustainable Development Programme (T4SD) Small Traders Capacity Building Programme</li> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Project development support for LDCs under EIF</li> </ul>
SIERRA LEONE	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Cross Border Trade Between Liberia and Sierra Leone</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
SOMALIA	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> </ul>
SOUTH AFRICA	<ul style="list-style-type: none"> <li>▪ Building Capacity in Export Management and Export Market Analysis</li> </ul>
SOUTH SUDAN	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> </ul>
SRI LANKA	<ul style="list-style-type: none"> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>▪ STDF project: Pilot in Sri Lanka</li> <li>▪ Improving the Safety and Quality of Sri Lankan Fruits and Vegetables</li> </ul>
STATE OF PALESTINE	<ul style="list-style-type: none"> <li>▪ ITC programme on non-tariff measures (NTMs) – phase II</li> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> <li>▪ Strengthening Capacities in Trade Promotion for Export Development</li> </ul>
SUDAN	<ul style="list-style-type: none"> <li>▪ LDCs: Fostering business support to the WTO Accession process</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
TAJIKISTAN	<ul style="list-style-type: none"> <li>▪ Enhancing the export competitiveness of the textile and clothing sector and improving the quality management infrastructure</li> <li>▪ Implementation of WTO provisions and business awareness of WTO Accession (Component Two)</li> <li>▪ WTO Negotiations of Accession - Policy Advice and Capacity Building (Component One)</li> <li>▪ Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities</li> </ul>
THAILAND	<ul style="list-style-type: none"> <li>▪ ITC programme on non-tariff measures (NTMs) – phase II</li> </ul>
TOGO	<ul style="list-style-type: none"> <li>▪ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Project development support for LDCs under EIF</li> </ul>
TUNISIA	<ul style="list-style-type: none"> <li>▪ Development of SMEs Exports through Virtual Market Places</li> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> <li>▪ Boosting Competitiveness of th Textile and Clothing Sector in Tunisia</li> </ul>
TURKEY	<ul style="list-style-type: none"> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem solving network (TIFM)</li> </ul>
TUVALU	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
UGANDA	<ul style="list-style-type: none"> <li>▪ Improving economic benefits for women in the coffee sector - Phase II</li> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Trade and Environment Programme - Phase 2</li> <li>▪ Regional Integration and Economic Partnership Agreements (EPAs) Programme</li> <li>▪ Export Strategy Design and Management Programme</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ NTF III Uganda - Enhancing Export Competitiveness of the IT and ITES in Uganda</li> <li>▪ NTF III Uganda - Enhancing Export Competitiveness of the Coffee sector in Uganda</li> </ul>
UNITED ARAB EMIRATES	<ul style="list-style-type: none"> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
UNITED REPUBLIC OF TANZANIA	<ul style="list-style-type: none"> <li>▪ Trade for Sustainable Development Programme Small Traders Capacity Building Programme</li> <li>▪ ITC programme on non-tariff measures (NTMs) – Phase II</li> <li>▪ Trade facilitation for women informal cross-border traders and MSMEs in the East African Community - phase II</li> <li>▪ Improving economic benefits for women in the coffee sector - Phase II</li> <li>▪ Trade in services: Trade intelligence, partnership development and technical assistance</li> <li>▪ Promoting Intra-regional trade in Eastern Africa - Tanzania</li> <li>▪ Regional Integration and Economic Partnership Agreements (EPAs) Programme</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ WIPO/ITC: Brand strategy activation</li> <li>▪ Project development: Integration of Tanzania's Youth into global value chains of bee products</li> <li>▪ Tanzania: Integration of Horticulture Supply/Value Chains into Tourism - SECO component</li> </ul>
URUGUAY	<ul style="list-style-type: none"> <li>▪ ITC programme on non-tariff measures (NTMs) – Phase II</li> </ul>
VANUATU	<ul style="list-style-type: none"> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Economic Empowerment of Women in the Pacific Region (Women &amp; Trade Phase II)</li> </ul>
VIETNAM	<ul style="list-style-type: none"> <li>▪ Promotion of intra- and inter-regional trade in UEMOA, CEMAC and the francophone Mekong</li> <li>▪ Improvement of income and employment opportunities for rural poor through green production (UN One)</li> </ul>
YEMEN	<ul style="list-style-type: none"> <li>▪ LDCs: Fostering business support to the WTO Accession process</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Building Export Capacities for Regional Integration in the Arab States</li> <li>▪ Aid for Trade Initiative for the Arab States</li> </ul>
ZAMBIA	<ul style="list-style-type: none"> <li>▪ Empowering Women in the Cotton Sector (Women and Trade)</li> <li>▪ Project development support for LDCs under EIF</li> <li>▪ Trade promotion and value addition for African cotton</li> <li>▪ Zambia Green Jobs Programme Using Pass-Through Fund Management</li> </ul>
ZIMBABWE	<ul style="list-style-type: none"> <li>▪ Support to Trade and Private Sector Development</li> <li>▪ Trade promotion and value addition for African cotton</li> </ul>

# APPENDIX IV

## ITC NEEDS ASSESSMENT AND PROJECT DESIGN IN 2014 BY REGION

REGION	GLOBAL /REGIONAL	COUNTRY-SPECIFIC
<b>Africa</b>	Boosting Intra-African Trade - A Pan-African Programme	Rwanda - Boosting the International Competitiveness of SME Clusters
	Building advanced training capacity for SMEs in Africa on International contracts	Burundi Country Project
		Cameroon Country Project
	Promoting Intra-regional trade in Eastern Africa	Djibouti Country Project
		Integration of Tanzania's Youth into global value chains of bee products
	Strengthening commercial mediation services for exporting SMEs in Africa	Programme d'appui au developpement des exportations malgaches
		Senegal Country Project
Economic Community of West African States (ECOWAS) - West African Monetary Zone (WAMZ)	Trade and Private Sector Development (TPSDP) - Zimbabwe	
	Malawi - trade information infrastructure and services project	
Project development support for LDCs under EIF	Sierra Leone Country Project	
	TICAD V - Malawi Country Project	
	Sri Lanka Trade Development Project	
<b>Asia and the Pacific</b>	Project development support for LDCs under EIF	Sri Lanka Trade Development Project
	Economic Empowerment of Women in the Pacific Region	Development of a National Trade Portal in Bangladesh
		Enhancing Sustainable Tourism, Clean Production and Export Capacity in LAO DPR: phase II
		Myanmar Country Programme: Accelerating inclusive and sustainable export-led growth
	Enhancing export capacities of Asian LDCs	Papua New Guinea - Development of livestock and livestock products (AAP2012)
Solomon Islands - Development of livestock and livestock products (AAP2012)		
Vanuatu - Development of livestock and livestock products (AAP2012)		
<b>Latin America and the Caribbean</b>	Project development support for LDCs under EIF	Nicaragua: Enhancing the capacities of women business enterprises to participate in international trade (W&T phase II)
	Caribbean Region - Development of value added products and intra-regional trade to enhance livelihood from coconuts	
	Supporting intra and inter-regional trade by linking Central American SMEs to Multilatinas Value Chains	
<b>Arab Region</b>	Project development support for LDCs under EIF	Strengthening Omani SMEs Export Competitiveness in Priority Sub-Sectors
	Diversifying export markets through Virtual Market Places in the Arab region	Algeria Country Project
		UNHCR Livelihoods - Lebanon Country Project
<b>Eastern Europe and Central Asia</b>	Project development support for LDCs under EIF	Ukraine - Enhancing SME competitiveness in the fresh fruits and vegetables sector of the Kherson region
		Georgia - Enhancing SME competitiveness through capacity building and assistance to the herbs sector to facilitate integration into the EU market
	Armenia Country Project	
	Moldova Country Project	
<b>Multi-Regional</b>	Supporting Indian Trade and Investment in Africa	
	Cotton to clothing: Enhancing African capacity and trade through the use of Turkish know-how	

# APPENDIX V

## PROFILE OF ITC STAFF

COUNTRY	MEN	WOMEN	TOTAL	% OF TOTAL	COUNTRY	MEN	WOMEN	TOTAL	% OF TOTAL
<b>DEVELOPING AND TRANSITION COUNTRIES</b>					<b>LEAST DEVELOPED COUNTRIES</b>				
Algeria	1	0	1		Afghanistan	1	0	1	
Argentina	6	1	7		Benin	2	0	2	
Armenia	1	1	2		Comoros	1	0	1	
Bolivia	1	0	1		Congo (Democratic Republic of the)	1	0	1	
Brazil	1	4	5		Ethiopia	1	1	2	
China	3	0	3		Guinea	1	1	2	
Colombia	1	1	2		Nepal	1	0	1	
Croatia	0	2	2		Senegal	0	1	1	
Dominican Republic	1	0	1		Uganda	2	1	3	
Ecuador	2	0	2		Zambia	0	2	2	
Egypt	0	1	1		<b>Least Developed Countries Total</b>	<b>10</b>	<b>6</b>	<b>16</b>	<b>5%</b>
Georgia	0	1	1						
Ghana	2	2	4		<b>OTHER COUNTRIES</b>				
Guatemala	0	1	1		Australia	4	2	6	
India	7	2	9		Barbados	1	0	1	
Iran	1	0	1		Belgium	2	0	2	
Ivory Coast	1	0	1		Canada	4	5	9	
Jamaica	0	1	1		Denmark	1	0	1	
Kazakhstan	0	1	1		Finland	1	3	4	
Kenya	0	2	2		France	25	35	60	
Lebanon	1	0	1		Germany	2	9	11	
Malaysia	1	3	4		Greece	0	1	1	
Mauritius	3	3	6		Hungary	1	0	1	
Mexico	4	3	7		Ireland	2	2	4	
Mongolia	0	1	1		Israel	1	0	1	
Morocco	2	1	3		Italy	7	9	16	
Namibia	0	1	1		Japan	0	1	1	
Pakistan	2	0	2		Malta	1	0	1	
Palestine, State of	0	1	1		New Zealand	2	2	4	
Panama	0	1	1		Norway	1	0	1	
Peru	1	0	1		Poland	1	2	3	
Philippines	0	1	1		Portugal	0	1	1	
Romania	1	5	6		Republic of Korea	1	1	2	
Russia	0	3	3		Spain	2	5	7	
Serbia	1	0	1		Sweden	0	1	1	
South Africa	2	1	3		Switzerland	3	11	14	
Sri Lanka	0	1	1		United Kingdom	8	10	18	
Syria	2	0	2		United States	5	9	14	
Thailand	0	1	1		<b>Other Countries Total</b>	<b>75</b>	<b>109</b>	<b>184</b>	<b>60%</b>
Tunisia	3	1	4						
Turkey	1	1	2		<b>ITC TOTAL</b>	<b>139</b>	<b>167</b>	<b>306</b>	<b>100%</b>
Uzbekistan	0	1	1						
Viet Nam	0	1	1						
Zimbabwe	2	2	4						
<b>Developing and Transition Countries Total</b>	<b>54</b>	<b>52</b>	<b>106</b>	<b>35%</b>					

# APPENDIX VI

## DISTRIBUTION OF ASSIGNMENTS BY NATIONALITY AND GENDER OF EXPERTS, 2014

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
<b>DEVELOPING AND TRANSITION COUNTRIES</b>						
<b>AFRICA</b>						
Benin	5	233	-	-	5	233
Botswana	1	12	-	-	1	12
Burkina Faso	6	384	2	207	4	177
Burundi	2	230	-	-	2	230
Cameroon	2	410	-	-	2	410
Central African Republic	2	80	-	-	2	80
Côte d'Ivoire	34	1429.5	7	240	27	1189.5
Democratic Republic of the Congo	1	215	1	215	-	-
Ethiopia	5	441	2	238	3	203
Gabon	1	42	-	-	1	42
Gambia	5	263	2	158	3	105
Ghana	4	237	1	200	3	37
Kenya	33	1398.5	12	541	21	857.5
Lesotho	2	265	1	240	1	25
Liberia	1	51.5	-	-	1	51.5
Madagascar	3	269	2	245	1	24
Malawi	1	60	-	-	1	60
Mauritius	3	133	1	99	2	34
Rwanda	7	345	4	80	3	265
Senegal	2	45.5	-	-	2	45.5
South Africa	17	1067.5	7	571	10	496.5
Swaziland	1	25	-	-	1	25
Togo	1	30	-	-	1	30
Uganda	9	229	3	103	6	126
United Republic of Tanzania	8	488.5	2	74.5	6	414
Zambia	12	498.5	2	175	10	323.5
Zimbabwe	6	165	3	42	3	123
<b>AFRICA TOTAL</b>	<b>174</b>	<b>9 048</b>	<b>52</b>	<b>3 429</b>	<b>122</b>	<b>5 619</b>

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
<b>ASIA AND THE PACIFIC</b>						
Bangladesh	2	115	-	-	2	115
Cambodia	5	274	1	108	4	166
China	11	526	3	272	8	254
Fiji	20	890.5	8	442.5	12	448
India	17	1 328.5	6	616	11	712.5
Lao PDR	2	150	-	-	2	150
Mongolia	2	85	1	35	1	50
Myanmar	4	163	2	63	2	100
Nepal	4	221	1	113	3	108
Pakistan	14	375.5	1	205	13	170.5
Philippines	3	170	2	130	1	40
Republic of Korea	2	152	2	152	-	
Singapore	2	41	1	30	1	11
Sri Lanka	4	65	3	55	1	10
Thailand	3	65	-	-	3	65
Vanuatu	1	80	-	-	1	80
Viet Nam	1	186	1	186		
<b>ASIA AND THE PACIFIC TOTAL</b>	<b>97</b>	<b>4 888</b>	<b>32</b>	<b>2 408</b>	<b>65</b>	<b>2 480</b>
<b>ARAB REGION</b>						
Algeria	1	36.5	1	36.5	-	-
Egypt	3	80	1	40	2	40
Jordan	5	188	2	75	3	113
Kuwait	1	23	-	-	1	23
Morocco	13	1 063	2	270	11	793
Palestine, State of	3	164	3	164	-	-
Sudan	1	15	1	15	-	-
Syrian Arab Republic	1	12	-	-	1	12
Tunisia	11	722	5	206	6	516
<b>ARAB REGION TOTAL</b>	<b>39</b>	<b>2 304</b>	<b>15</b>	<b>807</b>	<b>24</b>	<b>1 497</b>
<b>EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES (CIS)</b>						
Armenia	1	34	1	34	-	-
Belarus	1	23	-	-	1	23
Kyrgyzstan	10	1 205	7	755	3	450
Russian Federation	6	375.5	4	273	2	102.5

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
Serbia	1	20	-	-	1	20
Tajikistan	13	708	2	48	11	660
Turkey	3	106	1	26	2	80
Ukraine	1	20			1	20
<b>EUROPE AND THE CIS TOTAL</b>	<b>36</b>	<b>2 492</b>	<b>15</b>	<b>1 136</b>	<b>21</b>	<b>1 356</b>
<b>LATIN AMERICA AND THE CARIBBEAN</b>						
Argentina	5	152	3	105	2	47
Barbados	1	24	1	24	-	-
Bolivia (Plurinational State of)	3	305	1	240	2	65
Brazil	3	171	3	171	-	-
Chile	1	6	-		1	6
Colombia	7	321	3	159	4	162
Costa Rica	1	16	1	16	-	-
Ecuador	4	180	3	140	1	40
Guatemala	1	50	1	50	-	-
Jamaica	1	10	1	10	-	-
Mexico	6	401	5	341	1	60
Peru	12	916	6	451	6	465
Trinidad and Tobago	1	20	1	20	-	-
Uruguay	1	20	1	20	-	-
Venezuela (Bolivarian Republic of)	1	215	-	-	1	215
<b>LATIN AMERICA AND THE CARIBBEAN TOTAL</b>	<b>48</b>	<b>2 807</b>	<b>30</b>	<b>1 747</b>	<b>18</b>	<b>1 060</b>
<b>DEVELOPED COUNTRIES</b>						
Australia	21	578.5	7	198	14	380.5
Austria	1	15	-	-	1	15
Belgium	9	546	4	54	5	492
Bulgaria	1	30	1	30	-	-
Canada	19	1 687.5	10	1 021	9	666.5
Croatia	1	20	1	20	-	-
Czech Republic	2	125	1	80	1	45
Estonia	1	48	1	48	-	-
Finland	2	60	2	60	-	-
France	61	3 733.5	28	1 979	33	1 754.5
Germany	21	1 361	9	631.5	12	729.5
Greece	1	57.5	-	-	1	57.5

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
Hungary	2	141.5	1	2.5	1	139
Ireland	4	128	1	35	3	93
Israel	3	87	2	52	1	35
Italy	26	1 565	10	719	16	846
Japan	2	135	2	135	-	-
Netherlands	26	1 122.5	4	299.5	22	823
New Zealand	6	156	2	38	4	118
Poland	1	237	-	-	1	237
Romania	3	180	2	130	1	50
Slovakia	1	65	-	-	1	65
Spain	10	468	5	190	5	278
Switzerland	31	1 962.5	13	980	18	982.5
United Kingdom of Great Britain and Northern Ireland	52	2 532	21	1 297	31	1 235
United States of America	50	2 244.5	20	725	30	1 519.5
<b>TOTAL DEVELOPED COUNTRIES</b>	<b>357</b>	<b>19 286</b>	<b>147</b>	<b>8 725</b>	<b>210</b>	<b>10 562</b>
<b>TOTAL ALL REGIONS</b>	<b>751</b>	<b>40 823</b>	<b>291</b>	<b>18 250</b>	<b>460</b>	<b>22 573</b>

# APPENDIX VII

## SCHEDULE OF VOLUNTARY CONTRIBUTIONS TO THE ITC TRUST FUND

DONORS	2013 (US\$ '000)			2014 (US\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
Associate experts - Finland	-	419	419	-	391	391
Associate experts - France	-	189	189	-	178	178
Associate experts - Germany	-	72	72	-	189	189
Australia	-	1 970	1 970	-	115	115
Canada	1 035	1 477	2 512	850	1 122	1 972
Caribbean Export Development Agency	-	-	-	-	24	24
Centre for the Developoment of Enterprise	-	-	-	-	59	59
China	-	150	150	100	400	500
Confederation on Indian Industry	-	-	-	20	-	20
Denmark	2 335	-	2 335	2 340	-	2 340
European Union	-	6 444	6 444	-	9 561	9 561
Finland	3 259	-	3 259	3 294	-	3 294
France	-	-	-	146	-	146
Germany (GIZ)	-	27	27	-	225	225
Germany	2 608	-	2 608	2 541	-	2 541
Humanist Institute for Co-operation with Developing Countries (Hivos)	-	158	158	-	156	156
International Labour Organization	-	229	229	-	-	-
India	-	-	-	50	-	50
Inter-American Development Bank	-	-	-	-	60	60
Ireland	1 192	-	1 192	1 144	-	1 144
Islamic Development Bank	-	-	-	-	20	20
Japan	-	80	80	-	56	56
Kuwait	-	249	249	-	249	249
La Corporacion de Promocion de Exportaciones e Inversiones (CORPEI) de Ecuador	-	-	-	-	98	98
Namibia	-	-	-	-	144	144
Netherlands	-	2 868	2 868	-	1 542	1 542
Norway	2 515	-	2 515	2 680	-	2 680
Office of Private Section Relations/Saint Lucia Trade Export Promotion Agency (OPSR/TEPA)	-	84	84	-	-	-
Organisation Internationale de la Francophonie	-	25	25	-	8	8
Qatar Development Bank	-	-	-	-	27	27

DONORS	2013 (US\$ '000)			2014 (US\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
Republic of Korea	-	-	-	-	641	641
South Africa	-	116	116	-	105	105
Stichting IDH Sustainable Trade Initiative	-	-	-	-	37	37
Sweden	4 498	-	4 498	4 441	-	4 441
Switzerland	-	6 055	6 055	56	2 990	3 046
Switzerland/EIF	-	141	141	-	608	608
The Mo Ibrahim Foundation	-	-	-	-	114	114
Trade Promotion Organisations	-	40	40	-	-	-
Trademark East Africa	-	-	-	10	-	10
United Nations Development Programme	-	-	-	-	200	200
United Nations Industrial Development Organization	-	398	398	-	-	-
United Kingdom	-	-	-	10	3 530	3 540
United States Agency for International Development	-	230	230	-	-	-
World Bank	-	-	-	-	588	588
World Trade Organization	-	320	320	-	315	315
<b>GRAND TOTAL</b>	<b>17 442</b>	<b>21 742</b>	<b>39 184</b>	<b>17 682</b>	<b>23 752</b>	<b>41 434</b>



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