



ITC

TRADE IMPACT
FOR GOOD

50 YEARS

1964-2014

ANNUAL REPORT 2013

ITC is the only development agency fully dedicated to the development of SMEs. We work with and through partners to strengthen the competitiveness of SME exporters and build vibrant, sustainable export sectors that provide entrepreneurial opportunities, particularly for women, youth and poor, underserved communities.



Trade impact for good



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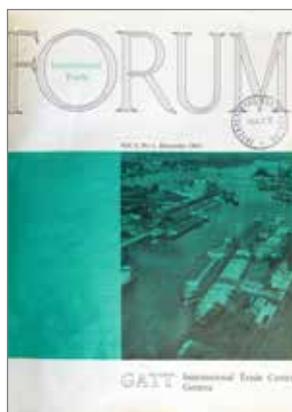
Reviving Zimbabwe's leather sector



ITC's five decades

1964

ITC begins operations in Villa Le Bocage, Geneva, with a staff of five.



The first edition of ITC's International Trade Forum magazine is published in December 1964.

1970

ITC's annual technical cooperation programme hits the US\$ 1 million mark for the first time.

1973

ITC is designated United Nations focal point for technical assistance and export promotion.



ITC examines the role of packaging and design in sales. Soup tins that contain the same product can attract consumers on different social-economic levels, depending on the design of the tin. Photo credit: Nestlé

1978

ITC's annual technical cooperation programme hits US\$ 10 million for the first time.



ITC shares information about ways to export perishable goods while keeping transport costs within limits, in line with New Zealand's experience in trade in food commodities. Photo credit: The New Zealand Apple and Pear Marketing Board

1981

ITC's new headquarters in Geneva is officially inaugurated.



1983

The United Nations Development Programme grants executive agency status to ITC.



ITC publishes a new study that reveals developing countries' exports of tropical and off-season fresh fruits and vegetables have grown rapidly during the previous 20 years. ITC works to help exporters meet rising demand from European markets. Photo credit: FAO

1988

ITC shifts focus to training and capacity-building programmes.



A 1984 ITC study finds that furniture exports to industrialized markets, such as coffee tables made in the Philippines, grew rapidly during the 1970s and early 1980s.

1990

Extra-budgetary funds from donors fuel more than 70% of ITC's annual expenditures.

1992

ITC's annual technical cooperation programme hits US\$ 20 million for the first time.

50 YEARS of TRADE IMPACT FOR GOOD

1995

ITC sets out a strategic 'road map' to chart new responses to a changing trade landscape, including the new World Trade Organization.



ITC and the World Association of Small and Medium Enterprises sign a memorandum of understanding to deliver joint projects.

1999

First Executive Forum, later renamed World Export Development Forum, is held on 'Redefining Trade Promotion'.



*ITC trains services exporters in developing countries to take advantage of export marketing opportunities by creating websites, getting listed in relevant directories and creating alliances with industry leaders.
Photo credit: Bildagentur Baumann*

2004

ITC launches 'best practice' awards for trade promotion organizations.



ITC trains musicians and craftspeople to better understand commercial contracts, and works with stakeholders to develop and market tourism.

2008

Online Market Analysis Tools become free for users in developing countries.



The SADC Supply Chain and Logistics Programme assists producers of fresh fruits and vegetables in countries such as Malawi in accessing global markets by enhancing their productive capacities and promoting standardization and certification.

2011

US\$ 87 million in annual expenditure, highest to date.



ITC leads a programme in Viet Nam to connect producers to environmentally sustainable value chains.

2014

Annual expenditure planned at US\$ 91.7 million, with 146 active projects and a staff of 281.



TRADE IMPACT FOR GOOD



1964-2014

Acronyms

CEMAC	Economic and Monetary Community of Central Africa	PalTrade	Palestine Trade Centre
COMESA	Common Market for Eastern and Southern Africa	PACT II	Programme for Building African Capacity for Trade, Phase II
CTAP	Certified Trade Advisers Programme	PCTP	Poor Communities and Trade Programme
ECCAS	Economic Community of Central African States	PITAD	Pakistani Institute for Trade and Development
ECOWAS	Economic Community of West African States	PPP	Public-private partnership
EIF	Enhanced Integrated Framework	PSC	Programme support costs
EnACT	Enhancing Arab Capacity for Trade	RB	Regular budget
EU	European Union	SADC	Southern African Development Community
FCLC	Fiji Crop and Livestock Council	SIDO	Small Industries Development Organization (United Republic of Tanzania)
IPSAS	International Public Sector Accounting Standards	SIDS	Small island developing State
IT	Information technology	SME	Small and medium-sized enterprise
ITC	International Trade Centre	SPS	Sanitary and phytosanitary measures
ITF	ITC Trust Fund	STDF	Standards and Trade Development Facility
JAG	Joint Advisory Group	SSA	Sub-Saharan Africa
KACE	Kenya Agricultural Commodity Exchange	TEPA	Trade Export and Promotion Agency (Saint Lucia)
LDC	Least developed country	TPO	Trade promotion organization
LFVPEA	Lanka Fruit and Vegetable Producers, Processors and Exporters Association (Sri Lanka)	TRTA	Trade-related technical assistance
LLDC	Landlocked developing country	TSI	Trade support institution
LPHA	Luang Prabang Handicraft Association (Lao People's Democratic Republic)	T4SD	Trade for Sustainable Development
MDG	Millennium Development Goal	UEMOA	West African Economic and Monetary Union
MLS-SCM	Modular Learning System for Supply Chain Management	UNCTAD	United Nations Conference on Trade and Development
MSME	Micro-, small and medium-sized enterprise	UNDAP	United Nations Development Assistance Plan
NES	National export strategy	UNDP	United Nations Development Programme
NTF	Netherlands Trust Fund	UNIDO	United Nations Industrial Development Organization
NTM	Non-tariff measure	UNOPS	United Nations Office for Project Services
NUCAFE	National Union of Coffee Agribusinesses and Farm Enterprises (Uganda)	WIPO	World Intellectual Property Organization
OIF	Organisation internationale de la Francophonie	WTI	World Trade Institute
		WTO	World Trade Organization
		XB	Extra-budgetary

Foreword



Winston Churchill once said: 'To improve is to change, so to be perfect is to have changed often.' This quote speaks to the necessity of always being open to change in the quest for doing better. That this quote was made with reference to a debate on trade (tariffs on silk no less) is incidental but very apt to this *Annual Report* of the International Trade Centre (ITC) for 2013. For in 2013 the topography of trade continued to be transformed with the concomitant impact on the needs and expectations of ITC's clients and partners in developing and developed economies. And to respond to these transformations, it is incumbent on ITC to embrace change.

The year 2013 was the beginning of what I see as a renaissance for ITC. Built on the work of my immediate predecessor, ITC continued to do two things in tandem: solidify its comparative advantage as being the only United Nations organization with the mandate to help both small and medium-sized enterprises (SMEs) become export-ready and trade support institutions (TSIs) to provide effective support to these SMEs in the developing world, but also explore new areas of work which respond to the demands of our constituency and to the transforming global agenda around us.

My mantra since entering office in September 2013 has been simple and clear: 'We need to do more and do it better.' And I believe that the dedicated and results-focused staff of ITC are doing just this. But it is a team effort in partnership with both our clients and our development colleagues. Our ultimate client remains SMEs. They are the incubators of change, growth and jobs. In these enterprises the seeds of innovation are constantly being sown and, in some respects, these SMEs are the vehicles that many women and youth can use to step into the world of trade.



LEFT: © shutterstock; MIDDLE: ITC Executive Director Arancha González meeting with ITC donors at the WTO Public Forum; RIGHT: EnACT Centre Technique de Cuir, Casablanca, Morocco

Our task at ITC is to support these SMEs to internationalize. This entails helping them to become more competitive and export-oriented and supporting them to realize their potential as vessels for new ideas and new products and services. Our work with TSIs is important in this respect. As a Geneva-based organization, our focus is on building sustainable capacity 'in-SME' and 'in-country' and ensuring that capacity remains there on the ground. TSIs are our multipliers across the globe and help to make this happen.

SMEs, TSIs and trade promotion organizations (TPOs) in developing countries are not our only partners. Increasingly we are working with businesses in developed countries and emerging economies to either provide solutions to their needs or connect their expertise to SMEs in developing countries. This is an area where we see great potential for growth: linking SMEs, TPOs and TSIs across markets around areas of shared interest such as trade facilitation, quality standards and market intelligence.

ITC's development partners have continued to support our demand-driven work. I must acknowledge their commitment to ITC's mandate. We do, however, recognize that we may increasingly have to do more with less. This means improving our efficiencies, cutting down on transaction costs and increasing the scope for partnering with emerging economies and the private sector. I see this as a natural evolution of ITC, and one of the priority areas for 2013 has been to expand our palette of partners.

In 2013 the focus remained on strengthening the core competencies of ITC but also on embarking into new areas where demand has been increasing. In December, a few days after the Bali WTO (World Trade Organization) Ministerial Conference, we published a guide to the Trade Facilitation Agreement for the business community. This guide has now become one of ITC's top three publications during its 50 years of existence. In the area of services,

especially in helping least developed countries (LDCs) benefit from the opportunities provided by services trade, ITC is sharpening its tools. We have made similar progress in developing e-platforms and solutions for developing country traders and will be taking forward our internal work on developing a suite of e-learning solutions which SMEs, TPOs and policymakers can use to upgrade their knowledge base.

ITC has solidified its footprint on women and trade specifically through advocating for women's economic empowerment and helping women-owned SMEs get to markets. This message of economic empowerment is one that I have taken to New York where the discussions on the United Nations post-2015 framework are taking place. Increasingly, ITC is building on its specific mandate and comparative advantage in the United Nations family to ensure that attention is given to better integrating an economic, business and trade component in the Millennium Development Goals (MDGs) and Sustainable Development Goals discourse. Hence, in addition to continuing to work at the micro level with SME entrepreneurs, ITC has increased its engagement at the multilateral level as well.

Our existing work on ethical fashion; market intelligence; sector development, branding, labelling, packaging, quality and supply chain management and marketing with a particular focus on integrating SMEs into global value chains; the Trade for Sustainable Development (T4SD) programme, which provides greater transparency on private standards; our work on environmental sustainability including climate change and trade in biodiversity products; the development of national and sectorial export strategies; public-private dialogues especially on trade and WTO accession issues; and the support for regional integration specifically for Africa



based on the African Union's resolution on 'Boosting Intra-African Trade', has been deepened and widened in 2013. In all of these areas we have recorded clear outputs and successes. These, among other areas, will continue to be our core competencies for 2014 and beyond.

Part of doing better is being alert to the impact that these interventions are having for our clients. ITC is developing a number of systemic and programmatic tools to better measure the impact of our work and the cost of our activities, to get better at assessing country needs and identify where we are market leaders and where we can do better. The year 2013 has been a period of conceptualizing and piloting many of these initiatives, which will be rolled out over the next biennium. In the interest of transparency, the 2014 Operational Plan was made publicly available at the beginning of the year for the first time. It sets out what we intend to do and how we intend to do it. It is an accountability metric and a clear sign that ITC is determined to deliver on its commitments and show positive impact wherever we work. This is what I see as a key transformation in the way we undertake our work: even greater accountability to bring about 'Trade Impact for Good'.

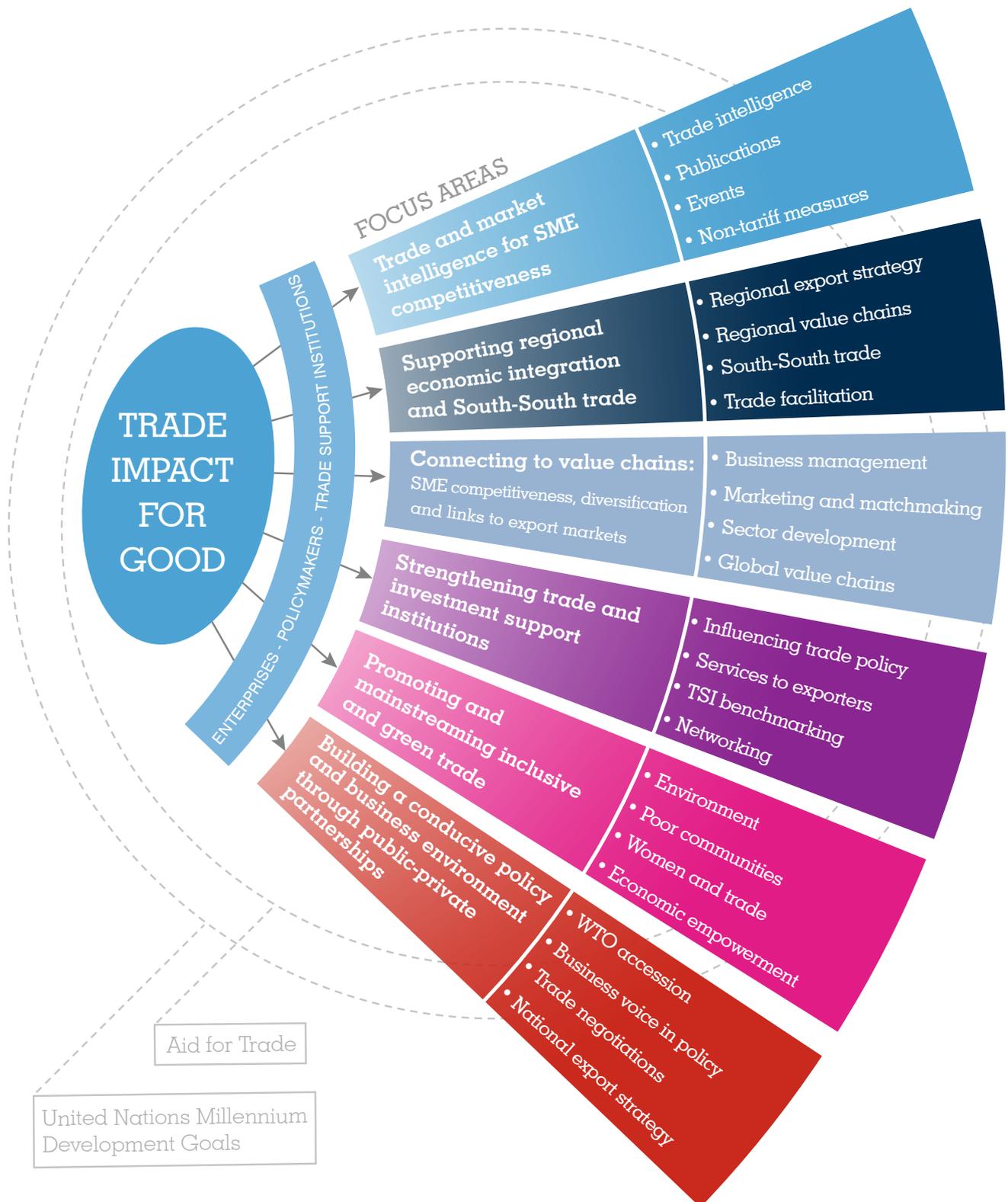
Change has to be with a purpose. To be sustainable, change has to be part of a wider strategy and be intricately linked to the future. Only by remaining ahead of the curve and providing cutting-edge solutions can ITC truly deliver on its mandate and respond in an innovative and forward-looking manner to the demands that the fast-moving world of trade and development requires. In 2014 ITC celebrates 50 years of existence. From a five-person team with one desk in 1964 to a 300-person organization with multipliers throughout the world, ITC is well placed to embrace this change for the future.

A handwritten signature in black ink, appearing to read 'Arancha'.

Arancha González
Executive Director

LEFT: ITC Executive Director Arancha González speaking to a vendor at the launch of 'Enhancing Women SME Development in the State of Palestine'; MIDDLE: Ethical Fashion Initiative; RIGHT: Enhancing sustainable tourism, clean production and export capacity in the Lao People's Democratic Republic

ITC at a glance



2013 IN NUMBERS



341 202
registered Market
Analysis Tools users



15 850
participants (32% women)
in **448** capacity-building
workshops

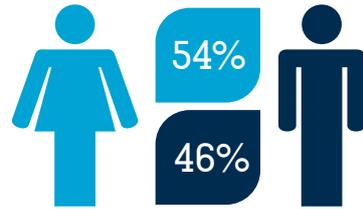
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export development
strategies endorsed by
national counterparts



281

ITC staff representing
74 nationalities
(31 Dec. 2013)



665
enterprises have met potential
buyers and transacted business
as a result of ITC support



83.58 million
ITC's total expenditure
(gross) in 2013, in US\$

140

TSIs have improved
their services or
management capacities



1.2 million

ITC's total audience
reach per month
(estimate)



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 (March 2014)

- **Arancha González**, Executive Director
- **Ashish Shah**, Acting Deputy Executive Director
- **Anders Aeroe**, Director, Division of Market Development, and Acting Director, Division of Country Programmes
- **Aïcha Pouye**, Director, Division of Business and Institutional Support
- **Eva K. Murray**, Director, Division of Programme Support





The global context



FIGURE 1 Export growth: year on year change

TRADE GROWTH IN 2013 BELOW POTENTIAL, DESPITE ACTIVE SOUTH-SOUTH FLOWS

The much-awaited recovery of global trade remained elusive in 2013. Global trade, as measured by the volume of world exports, grew at a sluggish pace of just under 3% in 2012. It remained stagnant in 2013, expanding by only 2.4% at the end of the second quarter of the year.

Export growth of both developed and developing countries has fallen to near zero (see figure above). Developing country exports have previously consistently outperformed developed countries; however, the latest data suggest this gap is closing. In developed economies, the drag on trade growth is largely attributable to sluggish overall economic activity, particularly in Europe. In developing economies, the optimism around emerging market expansion has dampened – largely as a result of lower than expected Chinese exports. However, Chinese exports still continue to outperform the world average, although the rate of growth is significantly reduced compared to previous quarters.

The share of South-South trade in world trade has more than doubled over the last 20 years to approximately US\$ 4.5 trillion in 2012. This remains largely dominated by intraregional trade in developing Asia, which accounted for nearly 75% of the total. There are some important growth signals from Africa where exports have recovered in countries previously affected by civil conflict. While

intra-African trade continues to be low, currently at around 10%–13% of total African trade, there is growing political recognition of the important role of intraregional trade in driving demand and facilitating the development of regional and global supply chains.

TRADE POLICY LANDSCAPE – A FOCUS ON REGULATORY BARRIERS

The growth of international supply chains and the rising importance of trade in services and electronic commerce have changed the commercial landscape within which businesses currently operate. Reduction of tariffs has led to new market opportunities but has also revealed the importance of non-tariff measures (NTMs) and regulatory barriers to trade. Supply-side constraints still hamper the integration of SMEs in developing countries, and especially LDCs, into global value chains. These constraints include poor business and regulatory environments, inadequate access to trade finance and high transaction costs due to inadequate customs infrastructure and administration. NTMs such as technical regulations, product standards and customs procedures are significant obstacles to trade and are now considered a more pervasive impediment to trade than other restrictions such as tariffs.

One prevailing feature of the trade landscape in 2013 has been the increasing shift towards plurilateral and mega-regional trade agreements, such as the Trade in Services Agreement, the Transatlantic Trade and Investment

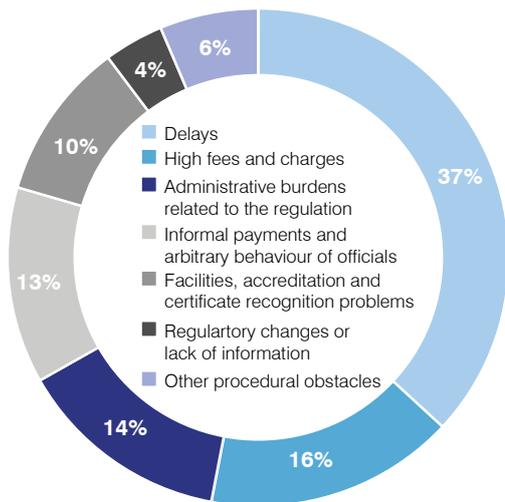


FIGURE 2 Types of procedural obstacles enterprises face when exporting

Source: ITC calculations. Data from ITC business surveys on NTMs in 20 countries (2010-2013)

Partnership Agreement, the Trans-Pacific Partnership Agreement and the Regional Comprehensive Economic Partnership. If successfully concluded, these agreements will reduce the barriers to trade among participants. The key issue will be to ensure that the regulatory frameworks arising from these agreements do not fragment the level playing field, especially for smaller players. Developing countries that are not participating in the negotiations need to be provided with the necessary tools and assistance to allow them to understand and meet the standards that may result from these plurilateral agreements.

The Ninth WTO Ministerial Conference in Bali, Indonesia in December 2013 took an important step towards addressing multilateral regulations for trade facilitation. Successful implementation of the Trade Facilitation Agreement should bring clear benefits by helping to streamline and increase the efficiency of world trade.

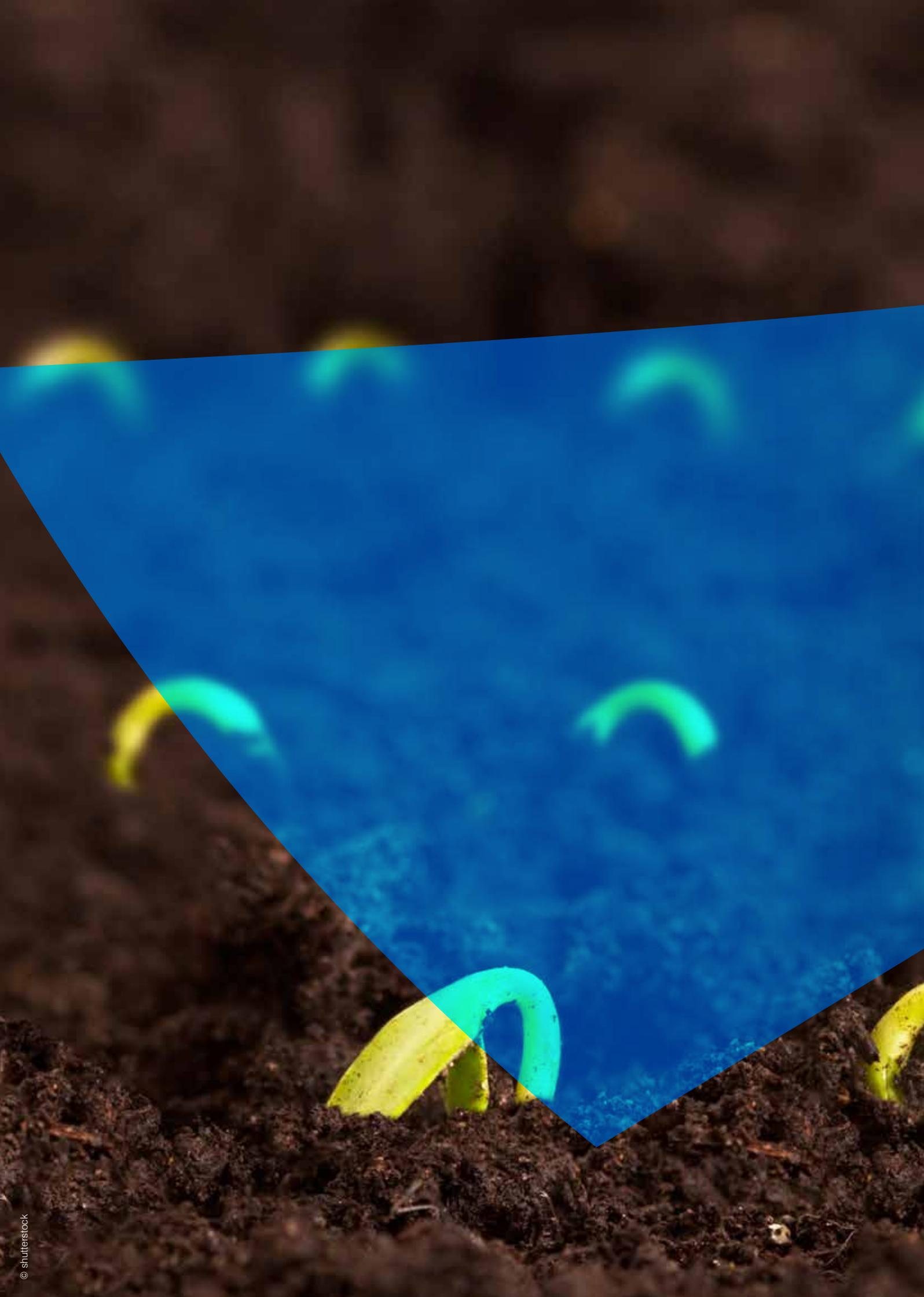
This should have positive impact on developing country exports, especially LDCs and landlocked developing countries (LLDCs). It should also benefit their SMEs, which often have to bear inordinately high costs in order to comply with customs and border procedures and other NTMs. This renders them uncompetitive as suppliers and impedes them from integrating into regional and global value chains.



THE ROLE OF THE PRIVATE SECTOR – TRADE AND ENTREPRENEURSHIP IN THE POST-2015 AGENDA

As progress towards achieving the MDGs accelerates and a post-2015 development agenda is beginning to be defined, attention is turning towards international trade as a platform for growth, development, poverty reduction and employment. Across the developed and developing world, SMEs remain the largest source of untapped trade growth and are the main source of employment, accounting for almost 80% of jobs.

ITC advocates for the inclusion of SMEs in the post-2015 development agenda under a '3E' approach: Entrepreneurship for employment and economic growth. Successful entrepreneurs can generate decent employment and incomes that eliminate poverty. Income in turn helps address issues of health and education – other prominent focus areas on the development agenda. Sustainable solutions require the creation of an enabling environment, for business and for trade, in which access to and control of resources by women and youth is a litmus test to progress at the micro level. At the same time export diversification – both in terms of products and markets – is an indicator of transformational shift at the macro level.



Development results



FIGURE 3 ITC projects by country, 2013

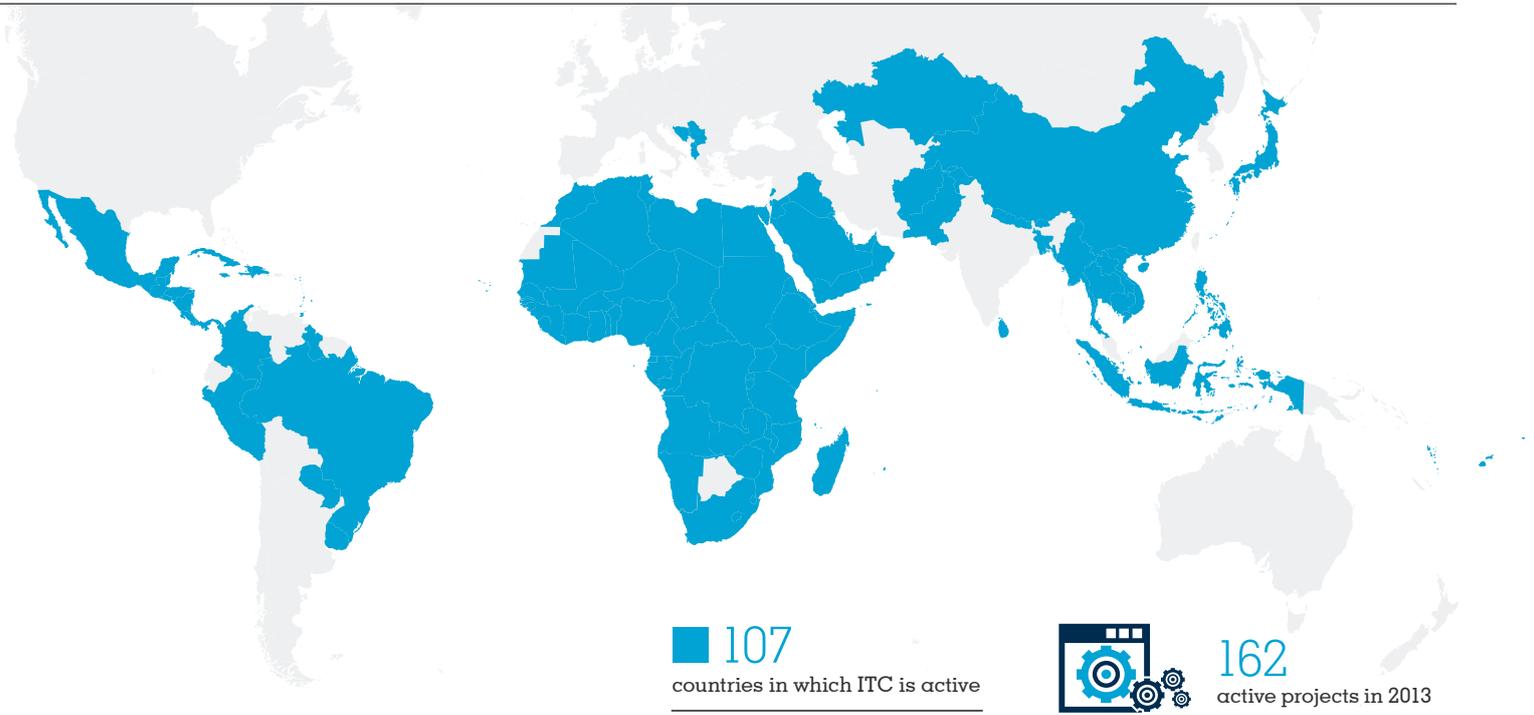
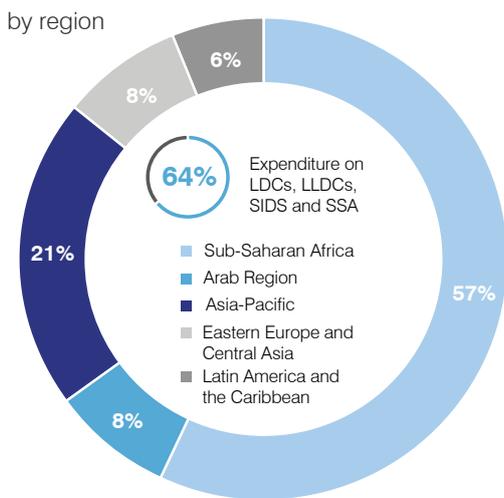
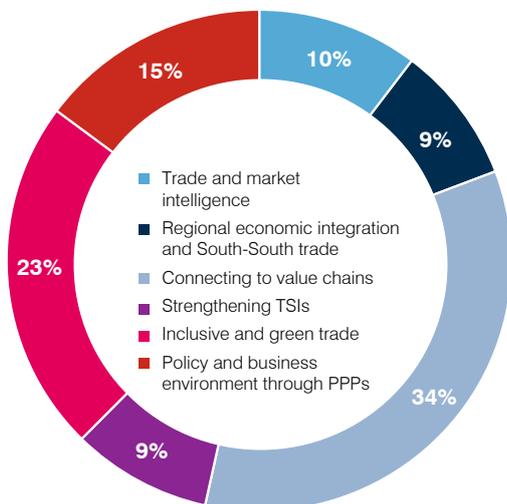


FIGURE 4 2013 extrabudgetary expenditure



against the strategic objectives



ITC is the multi-lateral agency tasked with promoting private sector development through international trade, and fostering SME growth is at the heart of its mandate. In 2013, ITC continued to work closely with governments as well as institutional and private sector partners in developing countries across its six focus areas:

- Supplying trade and market intelligence for SME competitiveness;
- Supporting regional economic integration and South-South trade;
- Connecting to value chains: SME competitiveness, diversification and links to export markets;
- Strengthening trade and investment support institutions;
- Promoting and mainstreaming inclusive and green trade;
- Building a conducive policy and business environment through public-private partnerships (PPPs).

The *Annual Report 2013* presents ITC's achievements in each of these focus areas.

As shown in figure 4, almost 60% of ITC technical assistance was directed at:

- Helping SMEs integrate into global value chains by building their competitiveness, helping with product and market diversification, and linking them to buyers in overseas markets;
- Promoting inclusive and green trade, i.e. ensuring that ITC assistance addresses the MDGs.

Trade and market intelligence for SME competitiveness



ITC supports institutions, policymakers and SMEs in developing countries to make better-informed business decisions by providing, free of charge, relevant and reliable trade and market information tailored to their needs and building the capacity of partners to use this business information.

KEY RESULTS IN 2013

- **341 202** registered users of ITC's integrated Market Analysis Tools, up from 259 000 in 2012;
 
- **94%** of TSI users reported a positive or very positive effect of the Market Analysis Tools on their services to SMEs;
- **72%** of exporters indicated the tools helped them increase their exports;
 
- **92%** of government users reported a positive or very positive effect of the tools on policy decisions;
- **123** private voluntary standards mapped (up from 79 in 2012).



LEFT: Export market research training programme in Pretoria, South Africa; MIDDLE: Training session on Market Analysis Tools for African delegates in Geneva; RIGHT: Customized training course as part of the Zimbabwe Agricultural Competitiveness Programme in Harare

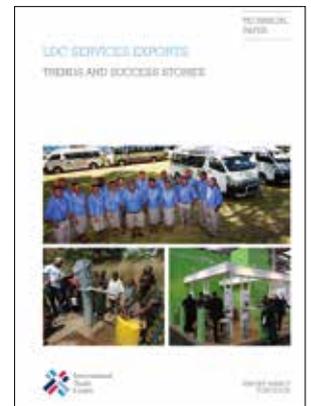
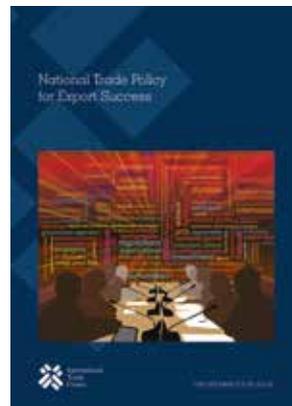
ITC's SUITE OF GLOBAL PUBLIC GOODS

ITC's integrated **Market Analysis Tools**, including Trade Map, Market Access Map, Investment Map and Standards Map, provide up-to-date trade and market intelligence. These tools are regularly updated with the latest information on trade flows, applied tariffs, NTMs, investment flows and information on voluntary standards.

- Thirty-four issues of ITC's *Business and Trade Policy Business Briefings* were produced during the year, together with many case studies and analytical publications directed towards businesses.
- Services represented a key theme in much of ITC's delivery in 2013, including in the area of trade and market intelligence. A publication highlighting trends and success stories in LDC services exports and a case study capturing lessons from Sri Lanka's health tourism industry were completed as part of the new Exports of Services Programme to support TSIs and SMEs in promoting service exports.

BUILDING CAPACITY

- To ensure that trade and market intelligence is optimally used to guide decision-making, ITC works with local partners to provide client-oriented training programmes. In 2013, ITC publications – *National Trade Policy for Export Success*, *Public-Private Collaboration for Export Success* and *Combating Anti-Competitive Practices* – formed the foundation for a tailor-made modular learning programme on trade policy specifically for business managers. This training was delivered to business managers in Madagascar and the Philippines.



- ITC also invested significantly in expanding access to capacity-building and technical assistance through digital technologies. In 2013, ITC delivered numerous web-based seminars or 'webinars', including 15 on ITC Market Analysis Tools, developed online training videos and began implementing a comprehensive e-learning strategy starting with eight online learning courses.

INNOVATIONS IN TRADE AND MARKET INTELLIGENCE

- ITC modernized its **Market News Service** platform to provide real-time, product-specific intelligence, including pricing, news, market dynamics and product developments for four sectors: edible nuts; floriculture; fruit and vegetables; and fruit juice and pulps.
- In 2013, ITC launched its pilot **Competitive Intelligence Programme**, an innovative approach to develop the trade and market intelligence services of TSIs based on client needs and reflecting the dynamism of international markets.



FACILITATING EVIDENCE-BASED POLICY IMPROVEMENTS

NTMs represent a significant obstacle to trade for many developing countries. Since 2010, ITC has worked with the private sector in 23 developing countries to identify and understand the obstacles to trade as a first step to improving the business environment.

In 2013, the findings of the **NTM Survey reports** were validated in 12 developing countries¹ and 200 policymakers were enabled to make better-informed decisions as a consequence of their involvement with ITC's NTM programme.

Government authorities in a number of countries have used the findings of the ITC NTM Surveys to better inform trade and industrial policy, remove impediments to trade and improve the international competitiveness of their SMEs (see the case study on page 36 for Sri Lanka's response to the NTM Survey). In 2013, for example:

- Mauritian customs authorities eliminated the need for the Tea Board to clear imports of rooibos tea.
- The Senegalese export promotion agency is considering the NTM Survey findings and recommendations in its export development strategic plan for 2014–2017.
- The governments of Jamaica, Madagascar and Trinidad and Tobago intend to integrate the NTM Survey findings and recommendations into their trade policy and trade negotiations.

¹ Cambodia, Côte d'Ivoire, Egypt, Guinea, Jamaica, Kazakhstan, Kenya, Mauritius, Paraguay, Senegal, Trinidad and Tobago, Tunisia

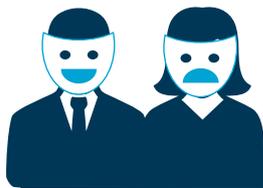


ITC NTM Surveys are also extensively used to inform the work of other development partners, such as in the framework of diagnostic trade integration studies, for example in Malawi.

Equipping young diplomats in Uruguay and Saint Lucia with market and trade intelligence skills



On a November afternoon in downtown Montevideo, young Uruguayan diplomats were role playing to sharpen their skills in promoting their country's exports. In 2013, 30 foreign trade officers at the diplomatic institute Instituto Artigas Foreign Service (IASE) received training on gathering trade intelligence and creating market profiles for export goods such as wine, cheese, olive oil and leather shoes.



Jimena Lema, Third Secretary at Uruguay's embassy in Paris, attended a session on conducting field investigations. 'I didn't have any training in international trade, so this has helped me understand how to advise companies on obtaining relevant information,' she said.

The programme was jointly developed with the Uruguay Mission to WTO in Geneva as part of the ITC Trade Intelligence for Foreign Trade Representatives project. ITC provided training through three workshops embedded in the IASE curriculum from March to November 2013.

At the supermarkets and warehouses, the young diplomats asked questions about product prices, industry practices and general trends while acting – or role playing – as trade representatives of different countries.



'The advantage of having a trade representative posted abroad is clear,' said David Cordobés, Trade

"I [have] learned about a framework on how to produce useful trade intelligence for SMEs using ITC's market-profiles technology."

Cesar Fleitas, Third Secretary, Embassy of Uruguay, Moscow

Information Capacity-Building Officer at ITC. 'They find valuable information that isn't available on the web. The difference is the information that comes from the interviews and the people you meet. This brings a comparative advantage.'

Through the training, the diplomats learned to become the eyes and ears for Uruguayan businesses by posing questions exporters would ask. For example, how much would a box of wine or a pair of leather shoes sell for in this country? What kind of cheese do customers in this market prefer? What are common practices in exporting olive oil?

Cesar Fleitas, a Third Secretary with marketing experience, attended the training workshop on conducting field investigations. 'It allowed me to discover new sources of information and to expand my knowledge of the sources I've already been working with,' he said. 'I also learned about a framework on how to produce useful trade intelligence for SMEs using ITC's market-profiles technology.'

Providing companies with information to make better-informed decisions about entering export markets is the project's ultimate goal. It also informs Uruguayan businesses on what to expect when exporting goods.



'The efforts will certainly provide a tool to help Uruguayan SMEs in their international expansion,' said Francisco Pirez Gordillo, Uruguay's Ambassador to the WTO.

ITC is compiling a guide that will include workshop training materials, workflow guidelines and information on prices, standards and report findings, Cordobés said. The guide will be distributed to Uruguayan embassies worldwide in early 2014.



A FIRST IN THE CARIBBEAN

A similar initiative is being implemented in Saint Lucia to increase exporters' awareness of the challenges and opportunities in foreign markets, through enhanced trade information services at the Saint Lucia Trade Export and Promotion Agency (TEPA).

The initiative, the first of its kind in the Caribbean, upgrades the portfolio of information services to support better-informed decision-making and improve the way that Saint Lucia showcases its export products, services and companies.

'For us, having proper information was a winner,' said TEPA Executive Director Jacqueline Emmanuel-Flood. 'It's also good for us that we are probably the first island in the Caribbean to have taken that approach and I hope that we will be able to help other sister islands and make this a reality.'

"For us, having proper information was a winner."

Jacqueline Emmanuel-Flood, Executive Director, TEPA

Through ITC's intervention in 2013, TEPA redefined the scope and segmentation of a set of trade information products, arranged a centralized repository of information resources and activated new information flows for TEPA's web portal.

'We are setting a new approach, an approach of working by information, research, having proper information in place to evaluate, to monitor what we do,' Emmanuel-Flood said. 'I think it's setting a good example [and] I'm sure other institutions in Saint Lucia will emulate this.'

ITC is the only United Nations organization offering a programme for trade representatives. The third edition of ITC's guide, published in 2013, assists foreign trade representatives and TSIs to organize trade promotion events, enhance trade facilitation services, create partnerships and promote exports. Download a copy of *Entering New Markets: A Guide for Trade Representatives* at www.intracen.org/Entering-New-Markets-A-Guide-for-Trade-Representatives/.



ITC's Market Analysis Tools – making an impact in Serbia



“For developing countries, ITC tools are the best free source of market statistics with global coverage on the web.”

Aleksandar Jovanovic, Consultant for project management and market research, Regional Chamber of Commerce, Valjevo, Serbia

ITC's Market Analysis Tools provide users with accessible data to help them understand market opportunities. This free suite of tools, comprised of comprehensive and user-friendly market analysis databases, is being used by Aleksandar Jovanovic of the Regional Chamber of Commerce in Valjevo, in western Serbia. He is helping the region's companies to increase export sales and target markets more strategically. Already, the tools are making an impact.

In 2013, the chamber launched four workshops on how to use ITC tools. They enabled Jovanovic to train more than 70 representatives of Serbian producers of processed wood products on using ITC tools to research export markets.

Of these, 11 company representatives received in-depth training and used their new skills to prepare detailed market research reports for their products in selected markets. Companies and industry associations highly appreciated the workshops. 'We need more training in ITC tools like this for our members,' said Natasha Pantovic, Chief Executive Officer of Serbia's wood industry association.

Two companies, producers of wooden doors and windows, selected and researched the Russian market. They are now in advanced negotiations with potential trading partners in the Russian Federation.

'[At the training] we identified Russia as a suitable market and we are now discussing prices and technical requirements to ensure compliance with market norms,' said Vera Djokic of Greda Metal.

MULTIPLYING ITC WORK ON THE GROUND

The Regional Chamber of Commerce serves an estimated 4,000 companies and 14,000 micro-enterprises. Jovanovic first received training from ITC in a workshop on ITC's Market Analysis Tools in 2010 and is close to completing his trainer certification with ITC under the new ITC Trainer Certification Programme in market analysis.

Since his first introduction to ITC tools, Jovanovic has led more than 10 workshops training Serbian companies how to carry out market research using the various ITC databases. Thanks to Jovanovic's efforts, ITC tools are now helping companies in the Valjevo region to better target their exports. 'For developing countries, ITC tools are the best free source of market statistics with global coverage on the web,' Jovanovic said.

Exporters can use ITC tools to see how fast markets have grown, which competing countries supply those markets, who has gained or lost market share and what customs tariffs Serbia faces compared to its competitors.

'This allows us to know if Serbia has a competitive advantage in tariff preferences and what are the rules of origin to get those preferences,' he added. 'We've used ITC tools to advise enterprises on how to select markets. We help them better understand the size of markets, their rate of growth, the structure of competition, unit values paid and market access conditions.'



“We’ve used ITC tools to advise enterprises on how to select markets. We help them better understand the size of markets, their rate of growth, the structure of competition, unit values paid and market access conditions.”

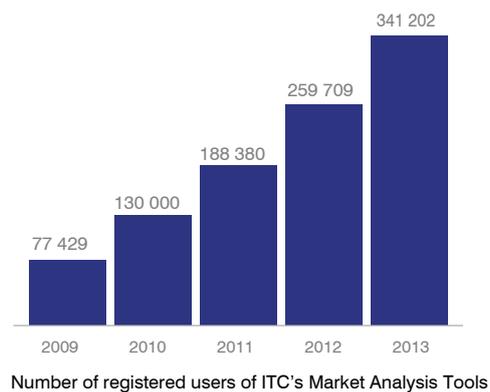
Aleksandar Jovanovic, Consultant for project management and market research, Regional Chamber of Commerce, Valjevo, Serbia

Jovanovic emphasizes that for the companies participating in workshops, the training must lead to business opportunities to be considered a success. For example, by using ITC tools and other sources, a group of producers of processed food he trained on ITC tools in late 2011 identified the Russian Federation as a highly attractive market. Subsequently, the chamber organized business matchmaking events in 2012, which led to nine exporters securing new contracts, he said. Serbian export data up to November 2013 show that Serbia’s exports to the Russian Federation more than doubled from around US\$ 2.1 million in 2012 to US\$ 5.4 million for the 11 months to November 2013.

For ITC, trainers in trade support institutions such as Jovanovic are invaluable as they enable ITC’s work to be multiplied on the ground. Helen Lassen, who leads ITC’s capacity-building programmes in market analysis, added: ‘Aleksandar is one of a network of trainers and institutions we’re growing around the world that help ITC make a difference to SMEs by providing access to trade information and developing market analysis skills.’

IDENTIFYING OPPORTUNITIES

ITC’s databases are central to identifying export and import opportunities. Free access to market data supports global trade. Users can identify market opportunities using ITC’s Market Analysis Tools, which strengthens trade in developing countries and transition economies – a core mandate of ITC. The tools can be accessed at www.intracen.org/marketanalysis



Supporting regional economic integration and South-South trade



DEVELOPMENT RESULTS



Emerging markets have shown considerable resilience in face of the global economic downturn and account for an increasingly large share of global imports. This provides an opportunity for exporters in developing countries to diversify their exports towards regional markets and emerging economies. Regional economic integration and South-South trade are two important strategies for sustainable export development, as they offer opportunities for economic collaboration between developing countries.

KEY RESULTS IN 2013

- **US\$ 5 million** of new export orders generated for SMEs through the Programme for Building African Capacity for Trade, Phase II (PACT II) in Eastern and Southern Africa;
- **US\$ 2.7 million** of African cotton sold to the Asian market as a result of the ITC Trade Promotion and Value Addition for African Cotton Programme in its first year;
- **US\$ 150 million** of export contracts facilitated between 14 African nations and three Mekong countries in the cashew nut, rice and cotton sectors.



STRENGTHENING INSTITUTIONAL INFRASTRUCTURE FOR REGIONAL INTEGRATION

Since 2008, ITC has worked with regional economic communities in three African regions to implement **PACT II**. The PACT II approach to facilitating closer regional integration is to:

- Reinforce the skills of regional economic communities in trade policy;
- Work with the private sector;
- Strengthen institutions that promote PPPs in target sectors with high potential for intraregional trade.

The programme was jointly implemented by the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of Central African States (ECCAS) and the Economic Community of West African States (ECOWAS).

In 2013, under PACT II, two advisory services were provided, seven missions were conducted, two policymaking institutions received advice and another four advisory services were provided to trade information networks.

As a result of the programme, regional trade support networks were established and regional private sector bodies were strengthened to provide platforms for public-private dialogue. In addition, the pool of African advisers to SMEs has been expanded and reinforced in the areas of trade information and law, market analysis, export strategy, business generation, export quality management and specialized services for women entrepreneurs. Regional institutions have produced client-driven trade and market intelligence for key sectors. ECCAS members created RERINFOCOM in 2012, a regional trade information network providing intelligence on important business development issues.

The development of regional export strategies for target sectors enables countries to build on synergies for greater value and economies of scale. In the COMESA region, PACT II brought key regional and national players together to overcome national differences and champion the design of a regional, market-led strategy to develop the leather sector, designed to promote higher value addition. Implementing this strategy involved providing key services to SMEs in the sector to improve their international competitiveness.

As a result of the regional leather strategy, in 2013 SMEs in COMESA generated US\$ 5 million of new export orders with another US\$ 4.3 million under negotiation (see the case study on page 62).

Similar approaches were taken for the coffee sector in the ECCAS region and the mango sector in the ECOWAS region with significant positive results for beneficiaries, particularly women.

ITC is currently working with partners to develop a successor programme to PACT II, which will conclude in mid-2014.

ITC also worked with the **Caribbean Export Development Agency** (Caribbean Export) to develop its regional trade information system. ITC conducted an institutional assessment of Caribbean Export and built the capacity of its officials to conduct institutional assessments of Caribbean national trade promotion organizations using the ITC benchmarking methodology. As a result of this cooperation, Caribbean Export is currently developing its trade information system and has conducted three institutional assessments in Barbados, the Dominican Republic, and Trinidad and Tobago.

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FAR LEFT: © shutterstock; LEFT: Capacity-building workshop on the cotton trade for West and Central African cotton companies in Cotonou, Benin; MIDDLE: ITC project to increase export earnings of small-scale mango farmers in Ghana; RIGHT: Kenyan farmers drying their harvest of chillies

Linking Central and Western Africa to the Mekong's francophone countries



A joint ITC-Organisation internationale de la Francophonie (OIF) project to promote South-South trade contributed to a sharp rise in trade between 14 African nations and three Mekong countries, recent trade data show. Data provided by Viet Nam's Ministry of Industry and Trade indicate that trade between the eight countries of the West African Economic and Monetary Union (UEMOA) and rapidly growing Viet Nam rose fivefold to US\$ 670 million in 2012, compared with US\$ 126 million in 2006.

Trade between the six countries of the Economic and Monetary Community of Central Africa (CEMAC) and Viet Nam increased more than fourfold to US\$ 218 million in 2012, compared to just US\$ 49 million in 2006. Contracts that ITC has facilitated over the last few years amount to at least US\$ 150 million in the cashew nut, rice and cotton sectors.



Headline numbers may just be the start of a thriving South-South partnership. ITC's trade flow analysis indicates the potential business partnership between the regions may be closer to US\$ 5 billion.

'Businesses of Viet Nam and of CEMAC and UEMOA countries participated actively in numerous activities organized by ITC and OIF,' said Le Duong Quang, Viet Nam's Vice-Minister of Industry and

"Five years ago, Viet Nam was not a known country for Africans. Since 2008, OIF and ITC have facilitated business links... This will pick up and this will be for the long term."

Guillaume Razack Ishola Kinninnon,
General Manager, SWCM, Benin

Trade. 'The cooperation between Viet Nam and CEMAC and UEMOA is developing not just in trade, but also in investment.'

'Achievements in 2013 include the conclusion of technology transfer agreements in the cashew nut sector from Viet Nam to Burkina Faso, and the establishment of direct cooperation between banks in the two regions, which will significantly reduce transaction time and costs,' said Imamo Ben Mohamed Imamo, Senior Programme Officer at ITC.

OIF approached ITC in 2007 to set up a project to expand intra- and interregional trade between CEMAC, UEMOA and the three francophone countries of the Mekong – Cambodia, the Lao People's Democratic Republic and Viet Nam. The project began in 2008 and concluded with an agribusiness forum in Ho Chi Minh City, Viet Nam, in January 2014.

Based on surveys by ITC, stakeholders prioritized agribusiness, textiles and clothing, and wood. Cotton is an export product for eight of the 14 African countries that comprise the two regional economic communities, while Viet Nam is one of South-East Asia's major exporters of wood furniture.



BUSINESS LINKS, INVESTMENT AND BANKING

‘Five years ago, Viet Nam was not a known country for Africans. Since 2008, OIF and ITC have facilitated business links between Viet Nam and Africa. This will pick up and this will be for the long term,’ said Guillaume Razack Ishola Kinninnon, General Manager of SWCM, a food processing and manufacturing company in Benin.

Kinninnon added that one problem often encountered by exporters from both regions was that letters of credit had to be confirmed by a European bank – causing delays and increasing costs. As part of ITC’s methodology for promoting South-South trade, it facilitated the establishment of direct interbank cooperation between the Vietnam Joint Stock Commercial Bank for Industry and Trade and banks in the Republic of Congo, Guinea-Bissau and Togo in 2013.

‘[We hope] that our Viet Nam-ITC cooperation develops even more in the future,’ said Tran Quang Huy, Director of the Africa, West Asia and South Asia Market Department of the Ministry of Industry and Trade, Viet Nam.

Results of the project were almost immediate:

- In 2008, the trade mission of Vietnamese importers of cashew nuts to Guinea-Bissau resulted in a letter of intent for Viet Nam to import 35,000 tons of raw cashew nuts over three to four years.
- In 2008, a rice buyer-seller meeting held in Ho Chi Minh City resulted in US\$ 29 million of Vietnamese rice being imported by companies in CEMAC and UEMOA.
- In 2009, US\$ 110 million in business deals and medium-term contracts for cotton was generated from Benin, Burkina Faso, Senegal and Togo to Viet Nam.
- In 2012, US\$ 4.95 million in trade in cashew nuts was generated between Guinea-Bissau and Viet Nam.
- In 2012, US\$ 5.5 million in business deals and US\$ 16.1 million in short- and medium-term exporter orders were generated for Cameroon, the Republic of Congo and Gabon. In Benin 80% of the cashew processing machinery now comes from Viet Nam.

LEFT: SMEs from Burkina Faso participate in a business forum in Viet Nam;
MIDDLE RIGHT AND RIGHT: © shutterstock



Tanzanian cotton producers aim for 100% pure

New opportunities are opening up for cotton producers in the United Republic of Tanzania. As a result of ITC support, they are paying more attention to quality control, expanding their markets, increasing sales and establishing long-term relationships with buyers in Asia. ITC is working with Tanzanian cotton producers and cotton-consuming spinning mills in Bangladesh to improve the quality of Tanzanian cotton and boost its reputation.

Cotton is a major source of income in many African countries, but it often fetches below market price or is rejected by spinners because it is not pure enough. Cotton in the United Republic of Tanzania is hand-picked and provides an income for about 40% of the population. Greater emphasis on cleaning up the cotton production process, from picking to packing, has already produced impressive results for Tanzanian producers, with some reducing contamination by more than 60%.



OPTIMIZING THE VALUE OF PRODUCTION

'Cotton with fewer contaminants is more competitive in global markets, resulting in higher incomes for producers,' said Matthias Knappe, ITC Programme Manager, Cotton, Textiles and Clothing. 'Developing methods and incentives to produce uncontaminated cotton protects growers against price discounts and enables spinners to optimize the value of their production. ITC's partnership approach ensures better quality cotton for Bangladeshi spinners and a guaranteed market with better prices for Tanzanian producers.'

In 2013, ITC assisted in training 1,100 Tanzanian cotton farmers and gin operators to reduce contamination with the help of experts from Square Textiles and Viyellatex, two Bangladeshi spinning mills. The project aims to boost the competitiveness of African cotton exporters and establish stronger links with importers, particularly in Asia.

'Contaminated cotton leads to disturbances in the production line, production losses, an increase in wastage and decreased productivity,' said Shohel Anwar, Assistant General Manager of Quality Assurance at Square Textiles, which imports 8%–10% of its cotton supplies from Africa.

Contaminated cotton comes at a price for spinners, requiring additional labour and investment in expensive cleaning machines. It creeps into raw cotton when it is harvested, gathered, wrapped, stored, loaded and transported. Contamination includes human and animal hair, bird feathers, jute threads and rope, plastic strings, cable, wire, nuts,



“Contaminated cotton leads to disturbances in the production line, production losses, an increase in wastage and decreased productivity.”

Shohel Anwar, Assistant General Manager, Square Textiles, Bangladesh

bolts and metal, chocolate, biscuit and sweet wrappers, and pieces of clothing and coloured fibres.

Polypropylene is one of the main contaminants. ‘Farmers and ginners use huge quantities of polypropylene bags, even fertilizer bags, since those are available,’ Anwar explained. ‘But polypropylene bags and strings easily get into the fresh cotton. White polypropylene is difficult to sort from cotton because it is the same colour. Even machines cannot detect it.’

INCREASING QUALITY

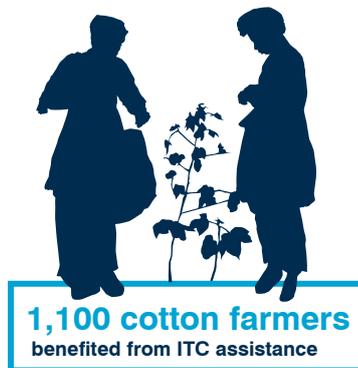
As a result of ITC’s project, Tanzanian ginners have begun reducing contamination levels and hold regular inspections. In some cases, polypropylene is banned on the factory floor, the number of workers picking seed-cotton contaminations has increased and regular inspections of finished lint bales determine contamination levels.

Afrisian Ginning Ltd and SM Holding have implemented changes that have reduced the amount of contaminants by up to 63%. Long-term changes include introducing a quality assurance system with qualified staff to control contamination levels at the ginning factory.

Since the ITC training, 20 gineries out of 22 have introduced new quality measures such as sorting of contaminants at the feeding point and platform for roller gins; 12 have switched to cotton packing material instead of jute; two gineries are opening bales to count contaminants and report that the number of contaminants has fallen from 42 to four; and five have provided uniforms to employees.

The financial benefits are already evident. Tanzanian ginners have sold 4,500 bales to Bangladeshi spinners. The ginners, who operate gins in Malawi, also sold 1,500 bales of Malawian cotton. Bangladeshi spinners are now interested in offering additional training sessions and increasing the amount of cotton they buy from African ginners.

ITC is expanding the project to Eastern and Southern Africa and is identifying additional interested spinning factories.





LEFT: Handbag in the making in Casablanca, Morocco; MIDDLE LEFT: Centre Technique de Cuir in Casablanca, Morocco; MIDDLE RIGHT: EnACT workshop on marketing jewellery, held in Cairo, Egypt; RIGHT: Handicrafts made in Algeria

FOSTERING REGIONAL INTEGRATION THROUGH PUBLIC-PRIVATE DIALOGUE

ITC also supports regional integration by working with policymakers and the private sector to identify the benefits and challenges of collaboration and providing a platform for businesses to participate in the policymaking process. In 2013, ITC supported the **East African Business Council** and policymakers to further understand and overcome obstacles to regional integration. Following ITC-facilitated public-private dialogues, the East African private sector developed positions and recommendations on the free movement of workers and professional service providers such as accountants, architects and engineers, calling for further liberalization in the region.

CONNECTING GROWTH MARKETS IN THE SOUTH

With the economic slowdown in much of the developed world, developing countries are seeking to diversify their markets by increasingly trading directly with other countries of the South. ITC supports South-South trade through programmes that directly connect buyers and sellers in growth markets and also through integrated sector development initiatives where the target markets are other developing countries.

ITC and OIF launched a joint initiative to promote South-South trade. As a result of this initiative in 2013, SMEs in Burkina Faso and Viet Nam signed business partnerships for trade in cashew nuts, sesame seeds and food processing equipment potentially worth US\$ 2.6 million (see the case study on page 28).

A group of 33 quality management advisers from Benin, Senegal and Togo were trained in improved food safety, placing SMEs from those countries in a better position to improve the international competitiveness of their food

exports. SMEs in the Lao People's Democratic Republic were trained in drafting contracts for conducting international business, improving their understanding and application of business law.

ITC has also supported the development of sustainable South-South business relationships in the cotton sector through the **Trade Promotion and Value Addition for African Cotton** project, launched in early 2013 (see the case study on page 30).

Through the **Enhancing Arab Capacity for Trade** (EnACT) Programme, ITC is working with local organizations in Algeria, Egypt, Jordan, Morocco and Tunisia to strengthen the international competitiveness of SMEs and contribute to creating jobs by promoting South-South trade in high-value sectors. In 2013, Jordanian artists and artisans joined forces with the Qatar Museum of Islamic Arts to sell handicrafts. This builds on the relationship established in 2012 with the Louvre Museum, which now generates regular monthly orders for the Jordanian handicraft makers. Tunisian producers of organic food products conducted business with new clients in Kuwait and the United Arab Emirates.

After identifying the potential of the high-growth halal market in South-East Asia, Egyptian businesses significantly increased their exports of processed foods to Malaysia. Following the Halal Forum organized in Cairo, the Egyptian Organization for Standardization established a special unit focused on the halal sector and the number of companies with halal certification has more than doubled, from 20 to 42 in 2013. Egyptian engineering exports to Kenya and Uganda have increased significantly in 2013 following trade promotion activities.

EnACT started in 2009 and concluded at the end of 2013. ITC will build on EnACT's achievements through successor programmes in Egypt, Jordan and Morocco.

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



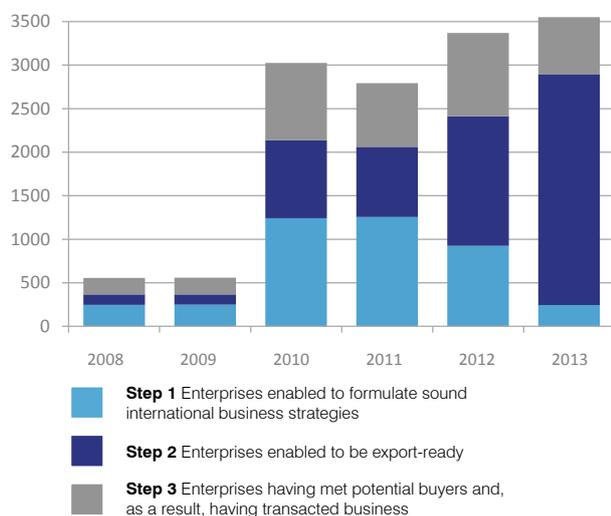
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ITC works to increase the international competitiveness of SMEs in developing and least developed countries, which contributes to sustainable development. To achieve this and support enterprises, ITC provides integrated sector development solutions and specialized support. ITC's three-step approach entails formulating international business strategies, helping enterprises to become export-ready and assisting them to transact business.

KEY RESULTS IN 2013

- **244** companies assisted in formulating sound international business strategies;
- **2 653** enterprises enabled to become export-ready – double ITC's annual target;
- **665** enterprises transacted business as a result of ITC support – double ITC's annual target.

FIGURE 5 ITC's three-step approach to SME development



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LEFT: Lesotho horticulture productivity and trade development project; MIDDLE: Kyrgyz textile company; RIGHT: IT and IT-enabled service matchmaking meeting in Dhaka, Bangladesh

AN INTEGRATED APPROACH TO SUPPORT SMEs

Since 2012, ITC has worked with the **Enhanced Integrated Framework** (EIF) to implement an integrated sector development initiative to support SME growth in the agricultural sector of the Gambia, with a focus on cashews, groundnuts and sesame (see the case study on page 38).

The **Lesotho Horticulture Productivity and Trade Development** project, another ITC partnership with EIF, was launched in 2013. It links SMEs and cooperatives with international buyers of edible mushrooms. A total of 28 smallholder farming units were supplied with appropriate agricultural technology and trained in production techniques and management.

The second phase of a programme to improve the export competitiveness of the **clothing and textile sectors in Kyrgyzstan and Tajikistan** commenced in 2013. Through participation at the Textilegrom trade fair in Moscow, Russian Federation, Tajik companies attained preliminary sales agreements of approximately US\$ 2 million, while Kyrgyz participants at the Collection Première trade fair, also in Moscow, indicated a 77% growth in business contacts compared with 2012.



ITC undertook a holistic approach to sector development in a project that addresses the **agriculture and livestock sectors in Fiji** (see the case study on page 44).

ITC's **Export Competitiveness Programme** used an integrated approach to enhance the international competitiveness of a range of high-potential sectors in partner countries. ITC worked to strengthen SMEs and partner organizations in:

- The mango sector in Senegal;
- The automotive components and rooibos tea sectors in South Africa;
- Information technology (IT) and IT-enabled services in Bangladesh;
- The coffee sector in Uganda;
- The tree fruits sector in Kenya.

ITC supported the **Durban Automotive Cluster in South Africa** to develop a comprehensive gap analysis tool and coaching methodologies for the country's automotive industry. In 2013, stakeholders formally requested the cluster to include these services in its offering, which ensures sustainability beyond the duration of the programme. Twenty companies took advantage of the gap analysis and eight paid for coaching services, which resulted in improved efficiencies, enhanced productivity and increased sales.

The **South African rooibos** industry benefited from the strategy developed in partnership with ITC by launching extensive marketing campaigns in Chinese Taipei and the United Arab Emirates, to penetrate new markets with high potential for value-added products.

As a result of the programme, the **Bangladeshi IT and IT-enabled services sector** has strengthened its international brand, backed up by reliable companies and institutions that have entered into sustainable business



relationships with European Union (EU) clients. The sector is supported by institutions that have improved their portfolios to offer B2B (business-to-business) services for which they charge companies. More than half of the 40 companies assisted have reported an increase in exports of services of between 10% and 200%, resulting directly from the programme.

In 2013, the programme focused on solidifying mechanisms and institutions to ensure the sustainability of results across all partner countries. However, work with the fishing sector in Yemen was abandoned early in the programme due to the country's political situation. The four-year programme ended in 2013 and work began on developing a successor programme to be implemented in 2014.

SPECIALIZED SUPPORT FOR SME COMPETITIVENESS

In 2013, ITC implemented specialized support in the areas of marketing and branding as well as export quality management.

In a collaborative initiative with the World Intellectual Property Organization (WIPO), ITC assisted **Zanzibar** (United Republic of Tanzania) in the branding and positioning of its spices sector, with a focus on cloves. This pilot project facilitated the development of a Zanzibar clove branding strategy and commercialization plan initially focused on the tourism market.

In 2013, ITC worked with WTO's Standards and Trade Development Facility (STDF) to improve the skills and technical infrastructure necessary for compliance with sanitary and phytosanitary measures (SPS) in **Nigeria and Sri Lanka:**

- In Nigeria, eight newly established plants for shea butter and sesame seeds were enabled to process these products at higher standards, a critical step to boost the two sectors.
- ITC's 2012 NTM Survey for Sri Lanka identified the need to strengthen the country's SPS compliance skills and infrastructure to improve the safety and quality of Sri Lanka's fruit and vegetable exports. The STDF project built on these recommendations by investing in boosting the competitiveness of Sri Lankan SMEs (see the case study on page 36).



Improving quality in Sri Lanka's fruit and vegetable sector

“As a result of the capacity-building, the quality and safety of our produce will be improved.”

Ihala Gedara Tilakaratne, Director,
Department of Agriculture, Sri Lanka

Despite its abundant fertile agricultural land, Sri Lanka is a net food importer. However, the Lanka Fruit and Vegetable Producers, Processors and Exporters Association (LFVPEA) reports growing international demand for its products. With tourism booming, local demand from hotels and restaurants for fruit and vegetables is also on the rise. Yet the sector is constrained by the lack of safe, high-quality produce.

An ITC project aims to change this by enabling farmers to improve the quality of their produce, obtain better prices and increase the supply of safe, high-quality fruit and vegetables to meet local and international demand.

The project builds on the findings of ITC's 2012 NTM Survey, which identified the need for improved quality awareness and a strengthened domestic inspection regime, so that Sri Lanka's exports can comply with SPS standards in target markets.

The Ceylon Chamber of Commerce requested ITC support to help develop the country's fruit and vegetable sector by training plant quarantine officers, master trainers and farmers.

The sector is constrained by improper pesticide and fertilizer use, poor post-harvest practices, lack of awareness and training, lack of a proper pest risk analysis system, and poor coordination and communication among different stakeholders.



TRAINING OFFICERS, TRAINERS AND FARMERS

In early 2013, ITC and the Ceylon Chamber of Commerce launched the Improving the Safety and Quality of Sri Lankan Fruits and Vegetables project, in partnership with LFVPEA, the National Agribusiness Council, the Ministry of Agriculture, the Sri Lanka Standards Institute and other public and private stakeholders.

The value chains of selected crops of fruit and vegetables with high income generation and export potential were assessed. In the autumn of 2013, 20 plant quarantine officers participated in an intensive, 10-day, four-module course covering international and EU SPS standards, plant pest surveillance, phytosanitary treatments and pest risk analysis. These participants then go on to train field-level plant quarantine officers.

Ihala Gedara Tilakaratne, Director at the Department of Agriculture, said that lack of awareness meant farmers had applied higher dosages of pesticides more frequently than necessary. 'This malpractice has resulted in fruits and vegetables with pesticide residues exceeding maximum levels,' he explained. 'Improper harvesting and handling methods exacerbate the challenges farmers face before they can export to developed countries.'

The ITC project is overcoming the lack of both available training and awareness about safety, quality and international standards. 'As a result of the capacity-building, the quality and safety of our produce will be improved,' he said. 'Sri Lankan fruits and vegetables will be able to find more market opportunities globally, regionally and nationally in the future.'



“There is huge demand for safe produce for the European market and markets closer to home. Today, most of our farmers do not comply with safety standards, but this will change.”

Sivagnanam Gnanaskandan, former President, Lanka Fruit and Vegetable Producers, Processors and Exporters Association

HUGE DEMAND, HUGE OPPORTUNITIES

‘There is huge demand for safe produce for the European market and markets closer to home,’ said Sivagnanam Gnanaskandan, former President of LFVPPEA. ‘Today, most of our farmers do not comply with safety standards, but this will change. This project will help reduce poverty in rural areas, boost living standards, increase employment opportunities and bring in export revenues.’

Gnanaskandan also pointed to the need for safe, healthy food for local consumption. ‘We need to improve the nutrition of Sri Lankans,’ he added.

Dawn Austin, Director of Nidro Supply Ltd, one of the country’s largest exporters of fruit and vegetables, agreed that exports could be ‘pushed up exponentially’ if smallholder farmers were trained in proper growing protocols that meet international standards.

Nidro works with clusters of smallholder farmers. Nidro’s employees regularly inspect the company’s operations to ensure protocols are followed. ‘The potential in this country is amazing. We have the

perfect climate. Success will depend on training farmers working with one-half or one acre. They need to participate in a quality and food safety training programme,’ Austin said.



ENGAGING THE PRIVATE SECTOR

Austin said she welcomed ITC’s project because it engages the private sector. ‘Typically, projects get farmed out to government organizations and the private sector is excluded. This doesn’t work. The private sector must be involved at every stage of the process,’ she said. This is ‘key to the project’s success’.

Nidro Supply exports to the niche hotel market, particularly in the Maldives and the Seychelles, and is eyeing China, Japan and the Russian Federation. Austin said Nidro had 30% more orders than it can fill. ‘Wherever there is a diaspora of Asians, there is a market for Sri Lankan fruits and vegetables,’ she said.



Boosting the value of groundnuts in the Gambia



To increase the income and living standards of the rural poor in the Gambia, ITC and local partners are working with producers' groups to increase the quality and safety of groundnuts. Buyer-seller meetings organized by ITC led to an 87% increase in the sales price received by producers across the country for groundnuts in 2013.



'It is the first time in the history of the Gambian groundnut industry that the farmers could negotiate their own prices,' said Bai Ibrahim Jobe, Project Coordinator for EIF at the Ministry of Trade, Industry, Regional Integration and Employment. Farmers sold their produce at US\$ 560 per ton, up from US\$ 300 per ton in 2012.

ITC began implementing the EIF Sector Competitiveness and Export Diversification project with the Gambia's Agribusiness Services and Producers Association (ASPA) in 2012. Under the project, ITC is bringing buyers to the table and is addressing quality and safety problems in groundnuts, the Gambia's main cash crop and export product. ITC is also supporting efforts to diversify the Gambian economy by developing the sesame and cashew sectors.

ITC implemented a groundnut sector strategy in the Gambia, where nearly 70% of the agricultural labour force works in groundnut farming, handling, processing and trade. ITC also assisted in designing a strategy for sesame, which could contribute to food security, and for cashew, for which global consumer demand is on the rise.

Funded by the EIF, a multi-donor programme that helps LDCs play a more active role in the global trading system, the ultimate goal of the project is to generate additional income and employment. More than 90% of the Gambia's poor work in the agricultural sector, primarily women.

IMPROVING VALUE ADDITION AND QUALITY

According to Gambian officials, record high prices notwithstanding, more work needs to be done to further improve local value addition and quality. Lack of adherence to international quality and certification standards means that Gambian produce is typically sold as bird feed – at a steep discount compared with groundnuts that meet standards for human consumption.

'Edible groundnuts could cost up to US\$ 2,480 per metric ton, but the bird feed could only be sold at maximum prices of about [half of that],' said Aboulie S. Khan, Executive Secretary of ASPA. 'So I think we are making the least out of the sales of groundnuts.'

Quality issues relate chiefly to aflatoxin, a human carcinogen produced by mould that grows on crops stored in warm and humid conditions. African economies lose an estimated US\$ 450 million each year to aflatoxin. Domestically, aflatoxin is a major concern because groundnut products are the most



“It is the first time in the history of the Gambian groundnut industry that the farmers could negotiate their own prices.”

Bai Ibrahim Jobe, Project Coordinator, Ministry of Trade, Industry, Regional Integration and Employment, The Gambia

important source of proteins and fats for the poorest segments of the population. One study indicated that 93% of children in the Gambia had some level of exposure to aflatoxin. The bird-feed market is also at risk as safety standards are becoming more stringent.

While local value addition through small- and medium-scale processing is essential to develop the national industrial base and increase the value of exports, concerns about aflatoxin hamper efforts to increase in-country processing.

To support the revitalization of the groundnut sector, ITC organized a study tour for Gambian groundnut stakeholders in July 2013. Visits to groundnut facilities in Malawi and South Africa focused on enhanced farming and post-harvest handling techniques, logistics, processing and quality analysis. Malawi has successfully developed a profitable niche market in Europe. In South Africa, the delegation visited an accredited laboratory and advanced processing facilities.

Lessons were apparent from day one. ‘Even when we went into the field, the smallholder farmer was talking about aflatoxin. I think this is something that is really good – awareness for quality,’ said Modou Touray, EIF Programme Officer at the Ministry of Trade, Industry, Regional Integration and Employment.

TACKLING TECHNICAL BARRIERS

An effective quality and SPS infrastructure is essential to tackling the technical barriers that hinder Gambian exports of groundnuts, cashew nuts and sesame. ITC has assisted the Gambia Bureau of Standards to finalize and publish 10 national standards, including one for groundnuts and another for food hygiene. A manual for quality control of groundnuts informed the training of 44 quality-control inspectors in 2013.

Moisture meters and aflatoxin kits have been distributed to operators along the supply chains, which will help measure compliance with standards on the ground. Tarpaulins given to the National Women Farmers Association will help improve post-harvest handling of sesame.

Extensive capacity-building has resulted in the establishment of 20 Farmer Field Schools in groundnuts, cashew nuts and sesame. The Farmer Field School initiative began in July 2013 with the training of five master trainers in each sector. These master trainers then trained 40 co-trainers in each of the three sectors. By the end of 2013, 60 Farmer Field Schools had been established across the country.



Connecting farmers and small traders in Kenya



“Soko Hewani empowers farmers with information to find better markets and to bargain for better prices with the intermediaries or traders.”

Adrian Wekulo Mukhebi, Chairman, Kenya Agricultural Commodity Exchange

Farmers and small traders in Kenya are accessing a business matching system using mobile phones, thanks to ITC's Trade at Hand programme. The electronic marketplace Soko Hewani – Swahili for 'supermarket on air' – was launched in late 2013. More than 120 farmers and small traders have already signed up to use the system.

'Soko Hewani empowers farmers with information to find better markets and to bargain for better prices with the intermediaries or traders when they sell their produce,' said Adrian Wekulo Mukhebi, Chairman of the Kenya Agricultural Commodity Exchange (KACE), which operates the service.

The system is available in Swahili and English and integrates interactive voice response, mobile payment, radio broadcasting and web technologies. These channels connect the different stakeholders in the agribusiness sector across the country. This virtual marketplace also serves as an online platform for business matchmaking. The objective is to facilitate trade within Kenya and across the border with Uganda and the United Republic of Tanzania.

ITC has enabled KACE to modernize its information systems, strengthen its services offering to farmers and small traders, as well as develop a sustainable

business model. 'This project has scaled up our platform for enabling market linkages,' Mukhebi said.

BIDDING USING MOBILE PHONES

Farmers can post offers and bids using mobile phones, which reach small and large buyers who use a web platform to browse the products on offer. KACE's five rural market resource centres (MRCs) compile the farmers' offers, which are displayed locally on MRC physical blackboards and posted online on the Soko Hewani website. The traders can make purchases in bulk through the MRCs or directly from individual farmers.

To ensure the long-term sustainability of Soko Hewani after the end of the ITC project, both the farmers and the small traders pay KACE a small fee for this service, typically using mPesa, Kenya's mobile payment system. MRCs facilitate the exchange between buyers and sellers, but also offer a range of services such as transportation, quality checks and product consolidation.

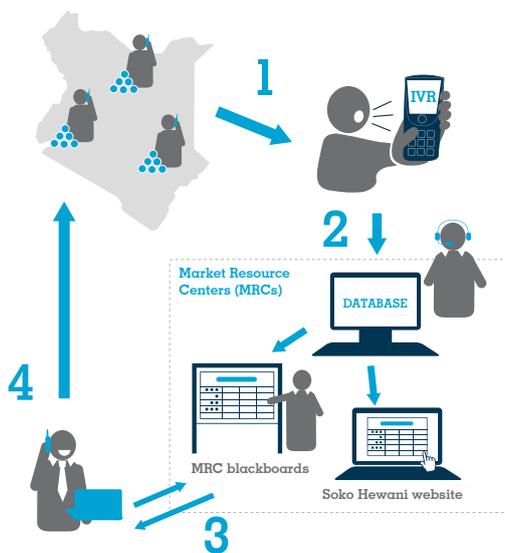
Popular offers and bids are also broadcast on Kenya Broadcasting Corporation (KBC) radio. Already 120 users are participating and 100 more have registered in the first few weeks of 2014.

DESIGNED FOR SUSTAINABILITY

With the assistance of ITC and other partners, business models and scenarios were developed to price service access for all users. The pervasive use of mPesa drives the sustainability of Soko Hewani by finding the right balance between system costs, payments from farmers and small traders, and the will to pay for an innovative business matching service.



FIGURE 6 Kenya business matching system at a glance



Smallholder farmers, especially in remote areas, lack market access and must often accept low prices dictated by buyers.

- 1 Now, with Soko Hewani (Swahili for 'supermarket on air'), farmers can post their offers through a simple phone call based on an interactive voice response (IVR).
- 2 The rural Market Resource Centers (MRCs) compile the farmers' offers and provide logistical services.
- 3 The farmers' offers are displayed locally on the MRC blackboards and online on the Soko Hewani website.
- 4 Buyers can purchase farmers' offers in bulk through the MRCs or directly from individual farmers.

'Previously, we had no control of the business model,' Mukhebi explained. 'Now when funds are generated they come directly to KACE.'

KACE and the MRCs are now equipped with a resilient, innovative system that combines a low-

resource integrated voice response system with a web-based business matching platform and mPesa payments system.

RADIO BROADCASTING

The project is promoted countrywide through radio broadcasts in a weekly show on national radio. KACE, together with KBC, also broadcasts price information on selected commodities six days a week.

Farmers can also ask questions and get answers on air, in a dedicated, weekly 15-minute programme. Information is aired in English and Swahili. Because KBC covers the entire country, it has a wide audience and is followed by rural, smallholder farmers.

'Through projects like this, ITC is fulfilling its mandate to support micro- and small enterprises by strengthening the capacity of KACE and MRCs to deliver services that increase trade and contribute to economic development,' said Raphaël Dard, ITC's project manager.

Although it is early days for Soko Hewani, a Trade at Hand market alert service launched in Burkina Faso in 2008 has provided regular market information to more than 6,000 entrepreneurs via SMS.

Strengthening trade and investment support institutions

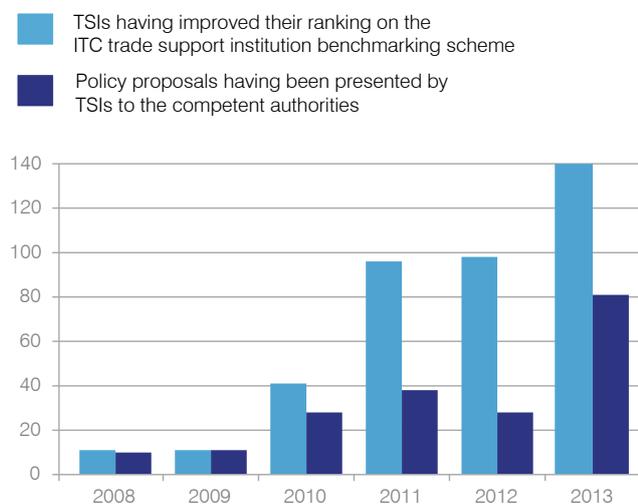


To embed trade impact for good, ITC depends on a network of TSIs that are both beneficiaries of ITC's work and implementing partners that sustain the positive outcomes of initiatives beyond the limits of time-bound projects. As locally-based organizations, TSIs provide invaluable insight into the real challenges faced by the private sector and are best placed to help identify effective and efficient solutions.

KEY RESULTS IN 2013

- **140** TSIs strengthened as multipliers of ITC initiatives to deliver customized solutions;
- **81** proposals presented by TSIs to local policymakers to improve the business environment for SMEs.

FIGURE 7 Strengthening TSIs and helping them shape the business environment for SMEs





TOOLS FOR TSIs

A selection of ITC's global public goods is specifically designed to facilitate the improvement of TSIs' performance. ITC's leading TSI tool is the **TSI Benchmarking Platform**, which assists organizations to identify their strengths and weaknesses against industry standards through self-assessments, exchange forums and a good practice library. In 2013, 12 assisted assessments were completed with partner TSIs in eight countries: Barbados, Burkina Faso, Dominican Republic, Morocco, Sierra Leone, Trinidad and Tobago, Viet Nam and Zimbabwe.

An estimated 50% of all organizations assessed since the platform's launch in 2012 have used the results of the benchmarking programme to initiate performance improvement plans. Of these, half are using ITC as a service provider.

REACHING MORE COMPANIES THROUGH TSIs

In some cases, TSIs also gain increased credibility through licensing arrangements. In 2013, ITC assisted TSIs to strengthen their services to SMEs in the areas of access to finance, supply chain management, and business and trade law.

SMEs in selected African countries now have a greater understanding of international model contracts, practices and payment mechanisms. In **Zambia**, through the One UN initiative, ITC worked with a group of TSIs to develop and implement environmentally friendly financing solutions or 'green financing' for micro-, small and medium-sized enterprises (MSMEs). In the wake of the global financial crisis and the ongoing spectre of high oil prices, green financing – financing sustainable energy projects – has emerged as a way to create a more sustainable global economy. During the inception phase of this initiative, financial institutions improved their understanding of the principles of green financing through guidelines and training.

ITC's **Modular Learning System for Supply Chain Management (MLS-SCM)** Programme was repositioned in 2013 to ensure its relevance to SMEs in developing countries. In 2013, by working through TSI partners, the programme enabled 913 companies to become export-ready. In cooperation with the China Council for the Promotion of International Trade, ITC assisted in developing a network of skilled business advisers to guide Chinese SMEs in the design and implementation of their international business strategies. As a result of expanding the **Certified Trade Advisers Programme (CTAP)** in China, local experts from the programme are training other CTAP advisers. These advisers form a network that coaches Chinese SMEs in international competitiveness. China has established a national Export Management Development Centre to design and deliver capacity-building programmes in export management using ITC's exporter competitiveness methodologies.

ENHANCING TSI PERFORMANCE THROUGH CUSTOMIZED SOLUTIONS

Customized solutions are often required to improve the performance of TSIs to better address the context in which they operate. Strengthening TSIs is a component of all of ITC's major programmes, particularly those that promote integrating developing country SMEs into global value chains. At the same time, some of ITC's initiatives focus solely on strengthening the institutions themselves to better serve their SME clients.

ITC worked with TSIs in **Kenya** and the **United Republic of Tanzania** to strengthen their services to exporting SMEs in the area of packaging and labelling. In 2013, ITC worked with the Tanzanian Small Industries Development Organization (SIDO) to improve the skills of SIDO's technical and business development officers. ITC and SIDO also worked with private sector executives in packaging and lean manufacturing through training and

FAR LEFT: © shutterstock; LEFT: ITC staff deliver a benchmarking meeting in Barbados; MIDDLE AND RIGHT: © shutterstock



Supporting Fijian farmers and agrifood enterprises



“Farmers can see the difference in costs and incomes for growing different produce and investing in inputs such as fertilizer and irrigation.”

Simon Cole, Chairman, Fiji Crop and Livestock Council

Access to duty-free farm equipment, less costly fertilizers and temporary tariffs on bacon imports are some of the benefits achieved by the Fiji Crop and Livestock Council (FCLC) in 2013 with ITC assistance. FCLC is a TSI that aims to promote economic diversification by developing enterprises that complement sugar cane farming with other activities and diversifying production and exports. In 2012, ITC launched its strategic sector development project to support farmers and agrifood enterprises in diversification and developing new markets.

‘The success of our lobbying has far exceeded our expectations with policy changes that have come much sooner than expected,’ said Lavinia Kaumaitotoya, FCLC’s Chief Executive Officer. Food security and export growth are both achieved if farmers plant the right varieties and get higher volumes of good-quality crops to market. For the farmer, increased efficiency means increased income.

One of these policy reforms – introducing temporary tariffs on imported bacon – will enable Fijian businesses in the sector to restructure and improve their competitiveness.

The country has arable land and a tropical climate that is suitable for sugar cane cultivation. Other crops are also grown to supplement farmers’ incomes. These products are mainly sold at local markets, but to supply hotels, restaurants and supermarkets, and gear up for exports, they must comply with safety standards under the Fiji Food Act.

Local produce faces stiff competition from imports due to other factors such as inefficient farming practices and quality control. If improvements can be made in these areas, trade opportunities will open up for Fiji following the signing of new agreements in 2013 on inter-island trade protocols for food products in the Pacific region, and increased demand for fresh and processed food in East Asia and the west coast of the United States of America.

SUPPORTING FARMERS

To promote awareness of the procedures for the import of new agricultural species, the FCLC published in 2013 information on authorized seed varieties and approved suppliers. It also produced a brochure profiling 38 of Fiji’s agrifood enterprises to promote the country’s export supply capacity.

ITC and FCLC also created a *Farm Management Manual* and are training a team of financial management counsellors to assist farmers to improve their efficiency, advise on business planning and write business plans for grant and loan applications.



'Farmers can see the difference in costs and incomes for growing different produce and investing in inputs such as fertilizer and irrigation. They can also set themselves targets,' said FCLC Chairman Simon Cole.

ITC is training Ministry of Health inspectors in support of its launch of a series of workshops to improve sanitation at local markets. It is also assisting enterprises to establish food safety and hazard analysis and critical control points systems.

'Our farming business has changed with better documentation. We now have better day-to-day planning and better hygiene standards,' said Sashi Lata, manager of Nadi Bay Herbs.

"Our farming business has changed with better documentation. We now have better day-to-day planning and better hygiene standards."

Sashi Lata, Manager, Nadi Bay Herbs, Fiji

EARLY WINS

In a pilot project, ITC established five clusters of farmers with marketing enterprises to develop business partnerships. It also linked a cluster of five ginger farmers in Burenitu village to a local marketing firm, Deans Marketing, to export their products to New Zealand.

Sima's Local Fruits and Vegies, based in the town of Nadi, is another success story. Following ITC assistance to meet food safety requirements and to obtain financing, the company is now supplying airlines through the Air Terminal Services at Nadi International Airport. Sima will also build a new pack-house to improve continuity and quality.

'I'm doing very well,' said owner Sima Deo. 'I'm supplying local products for catering on all flights that depart from Nadi.'

FAR LEFT: Participants of ITC training completing exercises related to the market potential of Fijian exports; LEFT: A vendor at Fiji's Nadi market selling her produce; MIDDLE: Public and private sector participants, together with the FCLC, learning about ITC's Market Analysis Tools; RIGHT: Ginger, watermelon and other local crops for sale at a market near Lautoka, Fiji; BOTTOM: Trays of tomato seedlings in Fiji



Improving lives with better coffee in Uganda



Joseph Mayanja relies on the harvest of his coffee farm to support his family. The 71-year-old farmer from Masaka, Uganda, is father to 13 children and his 2.3-acre coffee farm provides him with a livelihood.

'Paying school fees was a burden, but now there is a light. Before, when we didn't grow enough coffee, we could not get enough to even care for the home. But now, it's worthwhile,' he said.

The beans that Mayanja harvests today are 'bigger and weightier' compared with those he grew before he received training from the National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE). The training is part of ITC's Netherlands Trust Fund (NTF) II Uganda coffee project and co-designed by the Dutch Centre for Promotion of Imports from Developing Countries.

Through training Mayanja learned to prune coffee plants, use fertilizer, pick beans in a way that preserves the branches, dry the beans on clean tarpaulins and store them properly before sending them for processing. This has resulted in higher-quality beans, which can fetch more than four times the previous price.

'Our farmer ownership model helped to ensure that we move to another level in the coffee value chain,' said NUCAFE Executive Director Joseph Nkandu. 'Farmers have graduated from selling raw coffee to a more value-added coffee. [This is] about empowering farmers, not living on handouts.'

Before partnering with NUCAFE, Mayanja sold 60kg bags of unprocessed coffee at 1,000 Uganda shillings (US\$ 0.40) per kilogram. He now sells 40kg

"Farmers have graduated from selling raw coffee to a more value-added coffee. [This is] about empowering farmers, not living on handouts."

Joseph Nkandu, Executive Director, NUCAFE

bags of processed coffee at 4,350 Uganda shillings (US\$ 1.73) per kilogram. He is one of more than 5,000 farmers who benefited from the coffee project in 2013. They received training on verification of the 4C Code of Conduct, the coffee sector's baseline standard for sustainability.

Mayanja now earns enough to pay for school fees, medical care and household needs, including for special occasions such as weddings. And for the first time, he has a bank account. To ensure that his bank balance remains healthy, Mayanja has developed a five-year plan with a list of goals including buying a computer to record transactions, building a large coffee storage facility, getting a water pump for irrigation and investing in a soil testing kit.

FARMING AS A BUSINESS

'They are moving towards doing farming as a business,' said Kakooza Hassan, Business Manager of the Masaka Coffee Hub. 'They are becoming farmers who focus on making a profit and on differentiating expenditure and income, because now they can do record-keeping.'



Gaining access to finance was one of the most important achievements of the project, according to NUCAFE Deputy Executive Director David Muwonge. ITC-trained independent financial counsellors worked with 40 farmers' associations, representing around 8,000 farming households, to develop business plans to submit to local banks. Fifteen associations were able to secure credit to tide them over between coffee planting seasons.

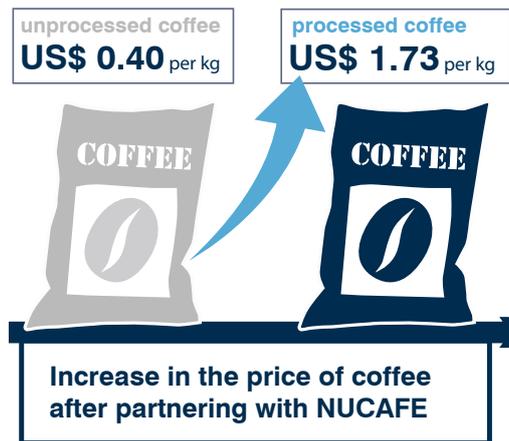
One farmers' association that meets at the Masaka Coffee Hub secured a loan of 22 million Uganda shillings (US\$ 8,878) in 2011, followed by a loan of 40 million Uganda shillings in 2012 and 75 million Uganda shillings in 2013. The projected loan amount for 2014 is 100 million Uganda shillings, according to Muwonge. 'This is not only access, but also growth in terms of the volume of funds they are accessing from banks,' he said.

Securing loans like these enables NUCAFE to offer farmers advance cash payments so they no longer need to rely on traders or intermediaries to buy their coffee beans at low prices.

INCREASING PRICES AND SALES

With farmers' associations gaining access to finance, farmers are more encouraged to join and work with other farmers to sell their beans collectively at higher prices. They are also tapping NUCAFE's expertise in marketing and branding to increase sales.

The number of farmers' associations has grown from fewer than 125 before the project to 155 when the project ended in March 2013. Since then the number has increased to 165 associations.



At the start of the project, NUCAFE had one big coffee buyer, Caffè River in Italy. By the end of the project, it was selling to six buyers. Today, there are 12 coffee companies from around the world buying NUCAFE's coffee.

The aim of the project was to strengthen NUCAFE's ability to train and support farmers to become self-sustaining entrepreneurs and exporters. Uganda has now overtaken Ethiopia to become Africa's leading coffee exporter. The sector directly employs about 3.5 million people.

'Coffee is a strategic crop. Once you empower coffee farmers, then you have empowered the nation,' said James Kizito-Mayanja, Principal Information Officer at the Uganda Coffee Development Authority. 'That is an intervention that will go a long way in improving the economy of Uganda and ultimately reducing poverty levels.'



LEFT: Workshop on financial advisory services to SMEs for financial management counsellors in Lusaka, Zambia; RIGHT: Capacity-building programme to develop packaging and labelling capabilities

exposure to good practice in South Africa. As a result of this capacity-building initiative, SIDO staff has trained 18 client SMEs to improve the quality of product packaging, which reduces waste and increases efficiency.

In 2012 and 2013, the **Trade Leaders Programme** strengthened the skills of young trade-related technical assistance (TRTA) professionals from developing country TSIs in the field of business and trade policy. As a result of this initiative, the Government of Samoa introduced a programme of consultations with the private sector to inform its trade policy and trade negotiations, generating stronger private sector buy-in. The trainee from Uganda has used skills gained through the programme to conduct a major study on specialty coffee and guide her coffee sector association's business advocacy activities. The Government of Namibia and the country's private sector are taking advantage of the Namibian trainee's new market analysis skills to customize trade opportunity studies for Namibian businesses in target markets.

In partnership with the United Nations Development Programme (UNDP), ITC is working with the **Palestine Trade Centre** (PalTrade) to improve its services to Palestinian businesses. In 2013, with support from ITC, PalTrade developed a results-based management framework and five-year strategy. The organization has improved its skills in developing trade policy papers and has led the development of three export strategies for high-potential sectors, which have been integrated into the national export strategy (NES). Palestinian SMEs gained better access to PalTrade's services using an upgraded website. SMEs are provided with stronger business advisory services through improvements in PalTrade's exporter competitiveness offering as well as its trade and market intelligence services.

In 2013, ITC worked with TSIs in **Peru's northern corridor** to build a network of services and strengthen their support to local SMEs. Seven key TSIs have implemented the service delivery improvement plans that were jointly developed as part of this initiative. The northern corridor TSI network was successfully established and now offers business development services for enterprises in the region, with 17 regional experts in specialized fields within TRTA. Due to this programme's success, ITC is currently examining the feasibility of a follow-up initiative in other regions of Peru.

ITC also supports LDC governments and EIF national implementation units in developing **Aid for Trade projects** for EIF funding. In 2013, ITC provided project development support to 13 LDCs under EIF. Six of these countries² have already obtained funding for their projects.

² *Benin, Burkina Faso, Chad, Comoros, Guinea and Nepal obtained funding; the other LDCs supported were Burundi, Guinea-Bissau, Liberia, Madagascar, Malawi, Senegal and Uganda.*

Promoting and mainstreaming inclusive and green trade



Growth in trade alone does not necessarily create the conditions for improved human development. Sustainability must be embedded in trade to maximize the positive and minimize the negative impacts. ITC actively works with developing countries and economies in transition to integrate human development objectives into projects. In 2013, ITC focused on women and trade, poor communities and the environment.

KEY RESULTS IN 2013

- **100%** increase in the funding of Phase II of the Women and Trade Programme compared to Phase I;
- **1 200** jobs created or sustained as part of the Ethical Fashion Initiative;
- **16.5%** increase in the income of craft-producing households participating in an ITC-led programme in Viet Nam.





LEFT: Signing ceremony at the 47th Session of the ITC JAG to empower women coffee producers in East Africa; MIDDLE AND RIGHT: Natural dyes, which protect the environment, are used for the 'Handmade in Luang Prabang' label's cotton and silk products

WOMEN AND TRADE

The first phase of ITC's **Women and Trade Programme**, which focuses on the economic empowerment of women through trade, concluded in the first quarter of 2013. The programme:

- Connected women-owned businesses to corporate supply chains;
- Delivered export development programmes for women entrepreneurs through TSIs;
- Raised policymakers' awareness of opportunities to integrate women into supply chains through government procurement.

Linking women-owned businesses to international buyers

Under the ITC **Global Platform for Action on Sourcing from Women Vendors**, several buyer-mentor group meetings (BMGs) were held in 2013 to link buyers and sellers. New business relationships have developed through BMGs in IT (held in Bangalore, India) and in clothing and textiles (held in London, United Kingdom).

Gender-mainstreaming in ITC

ITC is committed to gender mainstreaming. From 2014, ITC will be accountable for results achieved against targets and gender-disaggregated indicators in its corporate results framework. In 2013, ITC fully incorporated these targets into its planning and performance systems. A gender audit of ITC projects indicated a 17% growth in the number of projects with a focus on women in their design and implementation.

POOR COMMUNITIES AND TRADE

The ITC approach to poverty reduction links poor communities to international market opportunities. In 2013, ITC continued to work with poor communities in Africa and South-East Asia.

For several years, ITC has worked with communities in **Cambodia** to improve, expand and market silk products. Since 2012, ITC has been implementing the **High Value Silk Project** as part of the Cambodia Export Diversification and Expansion Program. In 2013, as a result of this initiative, Cambodian exporters of handmade, high-value silk improved their product collections according to market requirements and fashion trends and developed their corporate brand images. Companies received orders from 23 buyers and concluded direct sales of silk jewels, fashion accessories and scarves as a result of their participation in one of the biggest international trade fairs, Artisan Resource New York NOW 2013.

In the **Lao People's Democratic Republic**, ITC works with communities in the Luang Prabang region to link the agriculture and handicraft sectors to sustainable tourism markets (see the case study on page 54).

The One UN umbrella programme in **Viet Nam**, led and coordinated by ITC, links poor communities to high-value markets in handicrafts and small furniture, with tangible results in terms of increasing incomes and reducing poverty. In 2013, participating companies and TSIs improved their skills in e-commerce, trade fair participation, market research and business negotiation. The incomes of craft-producing households participating in the project increased by 16.5%, compared to 9.2% of the control group of comparable households who did not benefit from ITC assistance.

Through ITC's Ethical Fashion Initiative, disadvantaged communities in East and West Africa form an intrinsic part of the international value chain of leading international fashion brands. The Ethical Fashion East Africa Initiative is



based in Kenya. Ethical Fashion West Africa operates from Burkina Faso, Ghana and Mali. An independent evaluation of ITC's Ethical Fashion Initiative endorsed its work programme and recommended consolidation and expansion in 2014 and beyond (see the case study on page 52).

GREEN TRADE

ITC helps SMEs and TSIs in developing countries better navigate the opportunities and challenges resulting from greater market demand for environmental sustainability. The majority of ITC's work focused on the green economy takes place through ITC's **Trade and Environment Programme**. In 2013, ITC:

- Continued to promote green trade through environmentally focused global public goods;
- Worked with the private sector in selected countries to develop trade in organic and biodiversity products and establish carbon standards for agricultural products;
- Performed an important advocacy role to ensure government policy is conducive to green trade.

Green global public goods

ITC continues to provide greater transparency on green trade through its global public goods focused on sustainability standards and biodiversity. Through the online **Standards Map** platform of private, voluntary standards, entrepreneurs and TSIs in developing countries are able to compare and contrast sustainability standards by governance structures, certification systems and requirements. The tool helps SMEs increase their exports in sustainable products. The number of standards available through the tool increased from 94 in 2012 to 123 in 2013.

In 2013, training was provided to companies and TSIs through 11 training events across Africa and Asia. As a result, participating companies are enabled to make better decisions on compliance with sustainability standards and TSIs are better prepared to advise their clients on these standards and requirements.

As a follow-up to ITC's 2012 report on trade in **South-East Asian python skins**, ITC has entered into a partnership with the International Union for the Conservation of Nature and Kering, a multinational holding company of luxury brands, to improve sustainable sourcing.

The following publications were completed in the biennium 2012-2013 as part of the Trade and Environment Programme:

- *Market analysis for three Peruvian natural ingredients*
- *The trade in South-East Asian python skins*
- *Climate change and the coffee industry*
- *Packaging for organic foods*
- *The North American market for natural products: prospects for Andean and African products*
- *Product Carbon Footprinting Standards in the Agrifood Sector*

Growing green trade through sector development

In **Kenya**, ITC partners worked with local TSIs to assist cooperatives and other producers to meet the carbon standards and sustainability requirements of target markets. In 2013, the Chinga Tea Factory, which is supplied by 9,000 smallholder farmers, developed a climate change mitigation strategy using the lessons from ITC-delivered training. Due to these efforts, the Africa Fairtrade Convention selected the Chinga Tea Factory as a good practice example in lowering carbon emissions.

LEFT: ITC supports tea farmers in Kenya to reduce their carbon footprint; MIDDLE AND RIGHT: Sustainable trade in python skins



Ethical fashion expands in West Africa



On a Friday afternoon in December 2013, Josephine Nikiema and 30 colleagues were busily weaving fabric in Possomtenga in rural Burkina Faso. Their work, part of an order for 3,500 metres of fabric – their largest order ever – would be checked for quality and then packed for a buyer in Italy.

The order was placed by designer Stella Jean, ‘one of this season’s most talked-about names, and one of Italy’s brightest emerging fashion stars’, according to *Vogue* magazine. Like other famous designers, from Vivienne Westwood to Stella McCartney, Jean works with ITC’s Ethical Fashion Initiative to source material from poor communities in Africa, incorporating the heritage of centuries-old handloom artistry into her product line.

Following successful operations in Kenya and Uganda since 2009 and Ghana in 2012, the initiative expanded to Burkina Faso in 2013. In Burkina Faso, ITC works with 600 women to build longer-term linkages to connect the country, rich in cotton and weaving traditions, to the fashion industry.

NEW HOPE IS BORN IN COMMUNITIES

‘A new hope was born in me and in my community,’ said Nikiema, a mother of three and main breadwinner. She works for the Association of Women Weavers of Possomtenga. Like the association’s other weavers, Nikiema was thrilled to see videos of their textiles used for high-fashion products desired by women in Europe.

‘I have gained more respect and confidence. The training has strengthened my professional skills,’ said Nikiema, who learned to weave new patterns

“A new hope was born in me and in my community. I have gained more respect and confidence.”

Josephine Nikiema, weaver, Possomtenga, Burkina Faso

on larger looms more suited to the international fashion industry’s demands.

The initiative provides work for marginalized communities. Since the initiative was launched, 7,000 people in four countries have received training and technical assistance, 90% of whom are women. A regular income allows women to build confidence, gain respect and materially transform the lives of their children, their families and their communities.

In 2012 a new market for Burkina Faso’s ethical textiles was launched. To expand and diversify its trend-conscious customer base, Japan’s United Arrows launched a new label, Tege, dedicated to responsible fashion and homeware. With the launch of its spring-summer 2014 collection, Tege United Arrows will collaborate with artisans in Burkina Faso for textiles and with Ethical Fashion communities in Kenya for retail accessories.

‘This collaboration between Ethical Fashion in Burkina Faso and Kenya for the Tege label reflects the initiative’s goals to build regional value chains to better connect micro-producers who normally work in the informal economy with the fashion industry within and beyond Africa,’ said Simone Cipriani, Chief Technical Adviser of ITC’s Ethical Fashion Initiative.



DESIGNING IN GHANA

In Ghana, the initiative works with eight emerging designers, orienting them to the demands of the international fashion industry and introducing them to markets for export-oriented employment opportunities. The Accra hub, established in 2012, was expanded in 2013 to explore potential opportunities in manufacturing and build value chains in ethical fashion.

As part of the initiative's training programme, ranging from concept design to production and marketing, the young designers in 2013 attended international fashion shows and received training from top experts in the industry such as Franca Sozzani, Editor-in-Chief of *Vogue* Italy.

'They made us understand Africa has a place in the future of fashion,' said designer Emmanuel King Arthur. 'It made me realize the impact I can have on people by sourcing the different elements of my collection in Africa.'

Ethical Fashion now works with 24 fashion industry partners, including Australia's sass & bide, Christie Brown (a 'Made in Ghana' label), Japanese department stores Isetan and Takashimaya, Switzerland's Manor, Italian luxury labels Marni and Carmina Campus, and Finnish design company Mifuko.

"[The project] made me realize the impact I can have on people by sourcing the different elements of my collection in Africa."

Emmanuel King Arthur, designer, Ghana

BUILDING SUSTAINABLE MARKET LINKAGES IN KENYA

Growth is apparent in the nearly sixfold rise in Kenyan Ethical Fashion products – 94,600 units in 2013 compared with 16,000 units in 2012. Reflecting ITC's capacity-building measures, the 1,200 full-time workers employed by Ethical Fashion Africa Ltd, the Nairobi hub, were able to increase production steeply.

A survey of 10 focus groups, including a control group, conducted as part of a March 2013 independent evaluation, revealed that 75% of beneficiaries put savings aside and increased their monthly earnings by 23.5%. Survey results show that 84% of the artisans confirmed that their families enjoyed a better diet that included fresh food and 39% were able to spend more on health care.

The initiative has also promoted financial inclusion: 53% of beneficiaries have a bank account compared to 35% in the control group. 'This is vital. World Bank analyses confirm that access to financial services is among the most important requirements for people to overcome poverty,' Cipriani said. 'Savings by the poor can mean the difference between surviving and thriving.'

FAR LEFT: Burkina Faso weavers; LEFT: Ghanaian designer Christie Brown in front of her store; MIDDLE: Developing capacities with sustainable materials and products forms one part of ITC's Ethical Fashion Initiative in partnership with Carmina Campus and Instituto-e in Kenya; RIGHT: sass & bide production in Kenya

'Handmade in Luang Prabang' – promoting local products to tourists



It has been a transformative year for Singthong Keovilayphet, a traditional cotton weaver living in the Luang Prabang province in the Lao People's Democratic Republic. The 'Handmade in Luang Prabang' label, a project implemented by ITC together with other United Nations agencies, has increased Singthong's income by 80% and is improving the lives of more than 1,000 producer families across the province.

'Before, I didn't know where to sell. Now I'm connected directly to buyers who know the value of my handmade products,' explained Singthong. 'I used to earn around US\$ 1,000 per year. I was able to earn US\$ 8,700 in 2013. I am the role model for the other weavers in my village.'

As a UNESCO World Heritage Site, Luang Prabang province is a major tourist destination. Sustainable tourism is part of the government's strategy to improve living standards. Linking trade to the country's thriving tourism industry is central to lifting the Lao out of poverty.

Singthong is one of 3,000 weavers in the province. She lives in the remote village of Ban Na Yang, which together with two neighbouring villages is home to 300 cotton weavers. Some are members of the Luang Prabang Handicraft Association (LPHA)

"Before, I didn't know where to sell. Now I'm connected directly to buyers who know the value of my handmade products."

Singthong Keovilayphet, weaver, Ban Na Yang,
Lao People's Democratic Republic

and benefit from the label, introduced at the end of 2012 as part of the project. Singthong leads the village weaving group, where the traditional weaving culture of the Tai Lue people thrives. She supports 53 women who work with her, dividing the labour to fill new orders.

DISTINGUISHING LOCAL, HANDMADE PRODUCTS

LPHA proposed the 'Handmade in Luang Prabang' label to boost sales of local handicrafts, predominantly textiles, and distinguish them from the cheap imports sold at the Luang Prabang night market and the Ban Phanom Trading Centre. ITC provided technical expertise within a wider United Nations cluster programme.

CONNECTING TO BUSINESS OPPORTUNITIES

The project connects weavers to potential business and market opportunities. Weavers participated in the LifeStyle Vietnam trade fair in April 2013 and met potential buyers. Many LPHA members attended; they sold 9,000 products and generated US\$ 17,000 in orders.

'LifeStyle Vietnam showed me new possibilities. I am much more creative and motivated as new orders come in. The trade fair and the handicraft festival linked me to new potential buyers in Vientiane and to export opportunities,' said Singthong.

According to a November 2013 impact survey, since labelling their products, night market traders and the 82 Ban Phanom Trading Centre members report a 30% increase in income. By purchasing the label for US\$ 0.10, the traders support LPHA's administrative costs, thus ensuring the project's sustainability.



“With the label we can ask for higher prices. Tourists recognize the label and are confident they are buying quality.”

Bounthanhh Phonehadith, trader, Ban Phanom Trading Centre,
Lao People's Democratic Republic

More than 109 producers and traders have registered to use the label and 30,500 labelled items were sold during the first year.

Promotional materials in English help traders communicate with tourists willing to pay a higher price for local, handmade products. The survey shows that more than 62% of randomly interviewed tourists at the night market stopped at booths displaying the label and 26% bought a labelled product.

‘With the label we can ask for higher prices,’ said Bounthanhh Phonehadith, a trader at the Ban Phanom Trading Centre, who also sells at the night market. ‘Tourists recognize the label and are confident they are buying quality.’

Competing against cheap imports and producing enough quality goods that deserve the label are still challenges. ‘The impact of the initiative is great, but there’s room to improve,’ said Veomanee Douangdala, President of LPHA and Co-Director of Ock PokTok, a handicraft centre in Luang Prabang.

‘It takes more time than we thought to run the project sustainably without further funding, assure quality management and increase export possibilities. We need to involve the producers more at the level of quality production and design development, to encourage them to produce more and not to rely on imported material and products,’ she added.

LINKING TRADE AND TOURISM

By 2015, the Lao People's Democratic Republic expects annual visitor numbers to increase from 3 million to 5 million. Somvang Ninthavong, Director-General of the Trade and Product Promotion Department of the Ministry for Trade, explained the importance of linking trade to the tourism sector.

‘We aim to leave [least developed country] status in 2020; trade is the means to do that. The support we receive from the [United Nations] and ITC is very important. The [crucial] aspects of the project are to reduce imports, increase the supply capacity of local producers and, in the long term, explore exporting markets,’ he said.

Linking local artisans to the tourist trade in Luang Prabang is an important step towards inclusive development, women's economic empowerment and sustaining cultural capital that may disappear.

‘Artisanal traditions are passed between generations. If young people do not foresee sufficient incomes from being artisans, they migrate to cities and traditions will disappear,’ said Govind Venuprasad, ITC Country Manager for the Lao People's Democratic Republic. ‘Our donors are interested in replicating the Luang Prabang model in other countries.’

FAR LEFT: Cotton weaver Singthong Keovilayphet is benefitting from ITC's label 'Handmade in Luang Prabang'; LEFT AND MIDDLE: Official launch of the 'Handmade in Luang Prabang' label in December 2012, Lao People's Democratic Republic; RIGHT: Silk and cotton producers learn how to add value to their traditional products



LEFT: Organic produce in Zambia, ©shutterstock; MIDDLE: Sustainable cultivation of devil's claw in Zambia; RIGHT: Cultivation of organic sachu inchi nuts in the Amazon basin, Peru, © shutterstock

In 2013, ITC continued to work with TSIs, cooperatives and enterprises in **Peru** to promote trade in biodiversity products:

- Thirteen Peruvian companies participated in the Peru Biofach trade fair and reported additional sales of just under US\$ 9 million as a result of this market exposure.
- Ten companies participated in the Natural Product Expo West Fair and reported projected sales of around US\$ 6.5 million resulting from the event.

In **Zambia**, ITC's green economy work focuses on developing the organic agricultural sector. In 2013, as a result of its partnership with ITC, the Mpongwe Beekeeping social enterprise was certified organic by ECOCERT.

POLICY ADVOCACY: ENABLING A CONDUCIVE ENVIRONMENT FOR GREEN TRADE

A number of developing countries have products with high potential for green trade, but are unable to convert this potential to real business because of policies and laws that create obstacles. A key component of the Trade and Environment Programme is to identify these obstacles and address them by working with institutions and policymakers.

In 2013, ITC's efforts with partners have opened up greater trade opportunities for tropical fruits in the EU:

- Ethylene, a chemical used to degreen or ripen fruits, is currently only permitted in the EU for imports of bananas and kiwi fruit. Other tropical fruits are often bought too unripe, causing delays on production lines and losses for developing country exporters. As a result of ITC's advocacy efforts, regulators have agreed to include the use of ethylene for all tropical fruits in the EU's next standards release.

- Devil's claw, a medicinal plant indigenous to Southern Africa, is known for its analgesic and anti-inflammatory properties. It has attracted significant international market interest, particularly from Western Europe. A 2012 Zambian ban on harvesting and exporting devil's claw was intended to address environmental sustainability concerns. ITC's approach to institutionalize sustainable harvesting and improve product quality, accompanied by significant policy advocacy work with Zambian authorities, supported the lifting of the trade ban in 2013. This opened further opportunities for sustainable rural economic development in Zambia.
- Regarded as a 'super food', sachu inchi, a plant native to the Amazon basin in Peru, is used to promote weight loss, fight depression and prevent heart disease. This sustainably harvested plant offers a valuable source of income to rural communities. Regulatory obstacles have limited the product's penetration in the United States market, despite significant demand. ITC has supported the sachu inchi industry to develop a scientific dossier to gain 'Generally Recognized as Safe' approval from the United States Food and Drug Administration, which is creating export growth opportunities.

Building a conducive policy and business environment through public-private partnerships

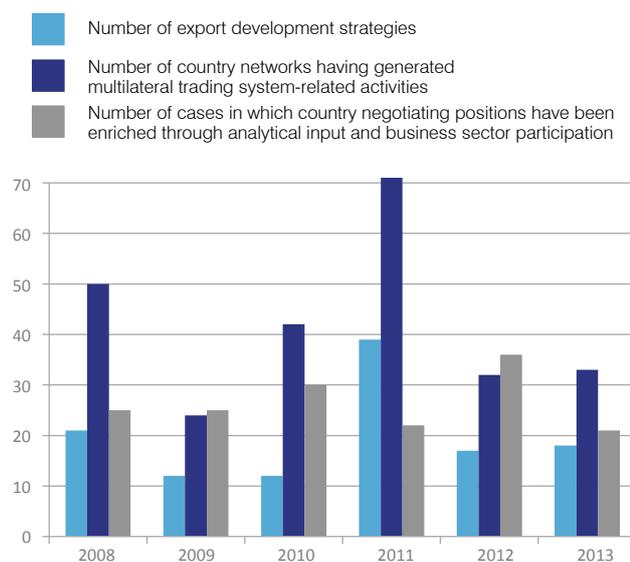


Public and private sector representatives must work together to bring about change in the trade dynamics of a sector, country or region. ITC supports developing countries in creating policy and business environments that are conducive to trade growth by ensuring that the views of the business community are factored into the dialogue.

KEY RESULTS IN 2013

- **21** country negotiating positions were enriched through business sector participation, 17% above target;
- **18** export strategies were designed and implemented.

FIGURE 8 Achievements against outcome indicators for policymakers



ITC Executive Director Arancha González participates in the Trade and Development Symposium at the Ninth WTO Ministerial Conference, December 2013, Bali, Indonesia



LEFT: Participants at the third meeting to develop the Kyrgyzstan NES in Issyk-Kul Province, Kyrgyzstan; MIDDLE LEFT: Kyrgyzstan NES launch; MIDDLE RIGHT: First Vice Prime Minister Djoorbaev at the NES launch in Kyrgyzstan; RIGHT: Bangladeshi Square Textile company working closely with ITC to reduce cotton contamination and link African ginners to their customers

EXPORT STRATEGY DEVELOPMENT

In its comprehensive approach to export strategy development, ITC together with its partners:

- Acts as a facilitator of PPPs to assess trade-related needs;
- Constructs a vision for the sector, country or region;
- Identifies the conditions for making that vision reality;
- Develops an action plan with an implementation management framework to make it happen.

Increasingly, ITC also supports countries to implement their **export strategies**.

Ghana, Jordan and Liberia all developed export strategies with action plans and implementation management frameworks to be launched in 2014. ITC also supported **Kazakhstan** in strategy design and implementation management, while in 2013 the **Gambia** commenced the implementation management phase of its export strategy developed in 2012.

Export strategies in **Kyrgyzstan** and **Myanmar** were developed using ITC's PPP approach. Kyrgyzstan's NES was endorsed by policymakers and launched in October 2013. In Myanmar, stakeholders validated the export strategy priorities and action plans for developing exports in seven key sectors. The strategy is expected to be launched in 2014. Building on the strategy's recommendations, ITC has developed a country programme for Myanmar, in consultation with the government and the private sector.

Under the All ACP Agricultural Commodities Programme, which ended in 2011, ITC assisted stakeholders in three African regions to develop regional cotton sector strategies. In a follow-up programme launched in 2013, ITC is assisting the regional economic commissions of



UEMOA, COMESA and ECCAS to implement these strategies. In 2013, this project focused on strengthening the management and coordination capacities of the partner organizations to implement the strategies.

In 2013, ITC supported the **State of Palestine** to complete the development of its NES, its first ever. The strategy is being integrated into a new national development plan.

THE PRIVATE SECTOR VOICE IN TRADE POLICY

In 2013, ITC's work in this area focused on facilitating public-private dialogue to improve trade policy and incorporate the private sector into the WTO accession process (see the case study on page 60).

Increasing private sector awareness of the implications of accession and including the voice of the private sector in the negotiation process is ITC's key role to support LDCs acceding to the WTO. ITC also works to strengthen the capacity of local institutions to better support their private sector members on WTO issues.



The **Lao People's Democratic Republic** joined WTO in 2012 and ITC continues to provide post-accession support to the country's private sector. The Lao National Chamber of Commerce and Industry now provides improved services on the implications of WTO membership to its members across the country.

The **Ethiopian Chamber of Commerce and Sectoral Association** developed a national position on trade in services, with support and mentorship from ITC.

ITC's assistance to LDCs in the early stages of the WTO accession process focuses on public-private dialogue as a mechanism for partnership and coordination. ITC also provides training on specific issues such as trade facilitation, services and agricultural remedies. In 2013, this assistance was extended to the business sector in **Afghanistan, Comoros, Liberia and Sudan.**

SUSTAINABLE INSTITUTIONS FOR PUBLIC-PRIVATE PARTNERSHIPS

Strong PPPs are a compelling strategy for creating a more conducive business environment. These partnerships can only be sustained when led by strong local institutions. ITC works with local organizations to strengthen their ability to lead the partnership approach.

In 2013, ITC continued to work with WIPO and the United Nations Industrial Development Organization (UNIDO) in **Pakistan** to strengthen the capacity of the Pakistani Institute for Trade and Development (PITAD) to lead trade policy formulation through PPPs. This project, in operation since 2011, links PITAD to the World Trade Institute (WTI) in Bern, Switzerland.

The 12 modules developed by the Pakistani master trainers under the guidance of WTI professors in 2012 received international accreditation in 2013 and now comprise a joint WTI-PITAD certificate in International Trade Law and Commercial Diplomacy. PITAD has received significant national and international demand for its improved training services.

PITAD produced five policy recommendation papers based on research and recommendations emanating from public-private dialogues and submitted these recommendations to the Ministry of Commerce to guide the policy process in 2013. The ministry has formally recognized the positive impact that this consultation and evidence-based initiative has had on the policy formulation process.

LEFT: Bangladeshi Square Textile company working closely with ITC on African cotton contamination reduction and linking African ginners to their customers; MIDDLE: Developing the Liberian NES; RIGHT: Myanmar export strategy project

ITC's assistance 'indispensable' in Tajikistan's WTO accession



On 2 March 2013, Tajikistan became the 159th member of WTO, following more than 11 years of negotiations. WTO membership is a crucial step towards accelerating the country's economic growth and increasing the prosperity of its 5 million people. WTO accession was one of the government's top political and economic priorities, aiming to improve overall economic, trade and business conditions, boost the country's external image and strengthen its economic competitiveness.

BRINGING IN THE PRIVATE SECTOR

ITC provided support for Tajikistan's integration into the multilateral trading system. ITC focused on bringing the private sector actively into the WTO accession process and, following accession, on assisting SMEs to exploit new market opportunities offered by WTO membership. At the same time, ITC worked with the government to identify sectors with high export potential and to develop export strategies.

'ITC's technical expertise and assistance were indispensable during the final stage of accession. We appreciate their strong commitment and exceptional effort, without which our objectives would have been difficult to achieve,' said Deputy Minister of Economic Development and Trade Saidrahmon Nazriev.

WTO membership gives countries most-favoured-nation status in other WTO member countries, which ensures their exporters are protected from discrimination. It also provides predictability of market access and signals to investors that a country has transparent rules and regulations related to the business environment. 'The first signs of success are already there; we operate some joint ventures that export products to European countries,' Nazriev said.

Tajikistan is counting on assistance from ITC to make the most of its membership, he added. 'Our goal is to increase our export potential and render our economy more competitive. We are developing a post-accession plan, and we would like ITC to cooperate with us in adapting our economy to produce more competitive products to sell in external markets.'

An essential part of the accession process was helping businesses overcome the fear of WTO membership, said Jean-Sébastien Roure, Senior Officer, Business and Trade Policy, ITC, who managed the ITC project in Tajikistan. According to Roure, their main concern was that the private sector, particularly SMEs, did not have the strength to face greater competition in the domestic market.

To facilitate understanding and debate, part of ITC's role was to explain the complex policy issues at the heart of the negotiations in practical business terms.

FACILITATING PUBLIC-PRIVATE DIALOGUE

Based on ITC's experience in assisting five other countries in joining the WTO over the last five years, ITC's strategy centred around three pillars:

- **Pillar 1** Increasing the commitment of the government to devise the laws, regulations and enforcement framework necessary for WTO accession;
- **Pillar 2** Strengthening the support of the private sector for the country's strategy on WTO accession;
- **Pillar 3** Ensuring that through effective public-private dialogue the genuine concerns of the private sector were fed into the government's position in the negotiating process.



“ITC’s technical expertise and assistance were indispensable during the final stage of accession. We appreciate their strong commitment and exceptional effort, without which our objectives would have been difficult to achieve.”

Saidrahmon Nazriev, Deputy Minister of Economic Development and Trade

However, increased market access alone does not lead to increased exports. A country must have a competitive export sector. ITC has been assisting Tajikistan since 2002, running numerous trade promotion programmes in the fruit and vegetable, and textiles and clothing sectors. These programmes have contributed to the sustainable expansion and diversification of SME exports by increasing the competitiveness of enterprises through training and coaching.

INCREASED EXPORTS, INCREASED COMPETITIVENESS

ITC’s partnership with the government in targeting the agro-processing and textiles sectors has resulted in increased exports. In 2012, the latest year for which data are available, Tajikistan exported more than 120,000 tons of dried fruit to the Russian Federation, other countries in the region and, for the first time, EU countries.

‘These are the direct results of ITC’s programmes,’ Nazriev said. ITC is also working with the government to develop the country’s textiles and clothing sector to produce higher quality garments,

made with natural fabric for both local consumption and export. With the assistance of ITC, the only agency active in this area, the sector’s production capacity improved by 28% in 2012; exports increased by 2.7%. According to Nazriev, developing the textile industry resulted in more job opportunities for women, who represent 70% of employees, and was a factor in reducing poverty rates in the country.

According to an independent evaluation of ITC’s trade promotion projects in Tajikistan conducted in 2012, participating SMEs have increased their exports by 367%. ‘The participating enterprises obtained practical assistance and the capabilities of business support providers increased substantially,’ the evaluation reported.

But there is much work ahead, particularly in the textiles sector where the goal is for the country to process more of its cotton. ‘Five years ago we had only 2% of the total cotton fibre production processed. We have already achieved a level of 10%. With ITC’s help we have developed a strategy to develop the textiles and clothing industry so that the ratio of processed cotton reaches 30% to 40%,’ Nazriev said.

FAR LEFT: Tajikistan President Emomali Rahmon at the signing ceremony of the Accession Protocol of Tajikistan to the WTO, on 10 December, 2012 in Geneva, Switzerland; LEFT: Project steering committee meeting in Tajikistan; MIDDLE AND RIGHT: Rasht Valley residents learn about the WTO agreement on SPS

Reviving Zimbabwe's leather sector



Until 2000, Zimbabwe produced 17 million pairs of leather shoes annually and had a vibrant leather industry comprised of highly skilled SMEs, including livestock farmers, hides collectors, tanners and manufacturers. In 2011, shoe production plummeted to 1 million due to ongoing crises, competition from lower quality imports and exports of hides and skins.

This trend is being reversed as a result of a project under ITC's PACT II, which put in place a public-private partnership structure to help develop the sector and bring about policy change.

SMEs in the leather sector in the COMESA region generated US\$ 5 million in new export orders with another US\$ 4.3 million under negotiation. In addition, tanners were able to deal directly with importers to eliminate intermediaries, leading to an increase in their profit margins from 3% to around 15%.



TRANSFORMING THE INDUSTRY

The Zimbabwe leather industry strategy is built upon a PPP supported by ITC, the COMESA Leather and Leather Product Institute and the Government of Zimbabwe.

'If all the raw hides and skins are transformed into finished goods, COMESA's leather industry would balloon to US\$ 2.5 billion from the present value of US\$ 450 million,' said COMESA Secretary-General Sindiso Ngwenya.

"If all the raw hides and skins are transformed into finished goods, COMESA's leather industry would balloon to US\$ 2.5 billion from the present value of US\$ 450 million."

Sindiso Ngwenya, COMESA Secretary-General

The strategy will help to create jobs and generate income by supporting micro-enterprises and SMEs. Industry and Commerce Minister Welshman Ncube said the strategy supports the government's vision to transform Zimbabwe from 'a producer of primary goods into a producer of processed, value-added goods for domestic and export markets.' This is expected to result in a fivefold increase in the leather sector's total sales to US\$ 116 million.

A MARKET-LED APPROACH

The sector assessment involved more than 130 industry stakeholders. Entrepreneurs participated in regional workshops, trade fairs, business tours and buyer-seller meetings. Participants examined common problems and agreed on objectives to strengthen competitiveness that respond to development and market priorities.

'ITC's role has been to ensure that the right market information and the right expertise were provided to the private sector, so that it could better decide what its priorities were to move the sector forward,' explained Hernan Manson, Associate Adviser for Value Chain Development at ITC.



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Bata Shoe Company is one of the country's largest manufacturers and is a coordinating member of the project's Strategy Coordinating Committee, a platform that brings together the private sector, TSIs and the government. Bata is outsourcing some production, which gives the company more flexibility in tough economic times. While the national leather sector strategy was being developed, Bata's operations proved how industry players can work together.

Luis Pinto, Bata's Managing Director, decided to support former employees by leasing them machinery to produce leather uppers for shoes. Several have started their own SMEs, employing up to 40 workers. Now, the SMEs have reliable equipment and a steady buyer.

Pinto noted, 'Today, they work with us, but tomorrow they will work with the whole industry in this country.'

Rodrick Rutsvara, Managing Director of Rutsvara Shoe Company in Gweru, said progress is being made. 'Our relationship with Bata is growing bigger and bigger because we have a plan. Some of the shoes we supply to Bata; some to individuals.'

ADDRESSING POLICY ISSUES

Although the reasons for the downturn of Zimbabwe's leather sector are complex, the lack of both raw materials and access to finance was especially hindering competitiveness.

Hide collectors exported an estimated 63% of 388,000 hides, with no value added. This led to a serious shortage of raw material and forced half of the country's tanneries to shut down or incur debt to

"ITC's programme delivered to our expectations – it was a good example of how government and the private sector can work together."

Abigail Shoniwa, Permanent Secretary,
Ministry of Industry and Commerce

pay premium prices for hides. Out of nine tanneries, only four were reported to be operating in 2013.

Livestock farmers said there was no incentive to properly handle or sell the hides because they received as little as US\$ 0.20 or US\$ 1 per hide. The hides used to produce leather goods went to waste.

The export of raw hides seriously undermined the industry. Ncube noted, 'The average value of leather and leather products exported globally in 2010 was US\$ 184 billion of which hides, skins and leather made up US\$ 27 billion; 40% of the value was exotic leather. In 2011, 2.2 million pairs of shoes were produced while 4 million pairs of cheap synthetic shoes were imported, making us net importers of footwear.'

'ITC's programme delivered to our expectations – it was a good example of how government and the private sector can work together,' said Abigail Shoniwa, Permanent Secretary at the Ministry of Industry and Commerce.

The Zimbabwe leather sector strategy is being facilitated by ITC and COMESA with the support of the Zimbabwean government and the private sector





Corporate results

Governance, oversight and performance



JOINT ADVISORY GROUP

The 47th session of ITC's annual meeting, the Joint Advisory Group (JAG), was convened in Geneva on 6-7 May 2013 to discuss ITC's *Annual Report* for 2012 and strategic orientations for the future. Member states of the United Nations and WTO were invited to send representatives to the meeting.

JAG brought together 147 delegates from 88 countries, two international organizations, three intergovernmental organizations and three non-governmental organizations. A total of 45 delegates contributed to the discussions.

In their opening statements, the Director-General of WTO and the Secretary-General of UNCTAD emphasized the importance of ITC's work in supporting the private sector in LDCs. They paid tribute to Executive Director Patricia Francis for the manner in which she guided ITC during her seven years as the head of the organization. They commended ITC for its efforts to embed results-based management and encouraged the organization to continue to deliver value for money.

Reviewing her seven-year term, Francis highlighted that ITC had moved from an organization that delivered most of its work through small, one-off projects to an organization that uses large, multi-year integrated programmes to increase the value and impact of TRTA. She highlighted that large programmes have changed ITC's mode of delivery by focusing on multiple levels of intervention to maximize impact.

Delegates encouraged ITC to continue building the export capacity of the private sector in developing countries with the aim of integrating SMEs into global value chains, focusing in particular on the more vulnerable economies. There was broad consensus among delegates in commending ITC for the high quality of its performance and the effectiveness of its delivery.



Delegates expressed support for ITC's efforts to promote regional trade integration, address NTMs and further develop trade intelligence for LDCs. They voiced their widespread support for ITC's focus on women and trade and welcomed efforts to further expand mainstreaming activities to promote an inclusive and sustainable model of development.

Delegates confirmed the strategic importance of large integrated programmes for the sustainability of ITC's impact-oriented strategy. ITC was also asked to respond to the challenges faced by middle-income countries that have the potential to contribute significantly to South-South trade.

IMPROVING PERFORMANCE

ITC has taken significant steps in recent years to improve its decision-making processes, promote transparency and demonstrate results. In 2013, ITC improved corporate planning and reporting, enhanced transparency, further embedded robust project design in its operations and continued to promote a culture of learning, evaluation and accountability.

Improved corporate planning and reporting

As part of the planning process for the 2014–2015 biennium, section and division plans were completed and aligned to corporate objectives. For the first time, ITC moved its planning cycle forward to enable the Operational Plan to be ready before the beginning of 2014. A process to adjust extra-budgetary (XB) project budgets in-year was introduced to better track changes to commitments and ensure accountability.

Transparency on results

In 2013, ITC launched its development results web pages (www.intracen.org/development-results/), which report actual achievements against targets at outcome and output levels. Users can navigate the pages by country, beneficiary group, intervention type and project to access up-to-date performance data online.

ITC is also committed to better understanding the impact of its work in the field. During 2013, ITC laid the groundwork to begin to measure the medium- and long-term impact of projects and programmes on direct and indirect beneficiaries. The initial results of the initiative will be available in 2014, and will allow ITC to refine its methodology and develop a more robust methodology for the future.

Needs assessment and project design

To increase country ownership, effectiveness and efficiency in the area of TRTA, ITC has developed a new needs assessment and project design (NAPD) methodology.

In 2013, ITC piloted NAPD methodology in 11 countries and regions. This exercise supported government-led formulation of country projects, for example, in the context of EIF. The exercise also contributed to the development of ITC's next generation of large programmes with a particular focus on regional initiatives to support regional economic integration and South-South trade. This investment in 11 initiatives has translated into confirmed donor support of US\$ 22–24 million. ITC is currently seeking funds of US\$ 51 million from development partners for the remaining projects identified.

Sound needs assessments are at the heart of building impact-oriented and measurable projects and programmes. The 11 initiatives applied a demand-driven needs assessment methodology in which the country stakeholders played an important role in identifying needs, articulating them and translating them into project design.

FAR LEFT: 47th session of ITC's JAG meeting, Geneva, Switzerland; LEFT: JAG Chairman Francisco Pérez Gorcillo, Ambassador, Permanent Mission of Uruguay, and Permanent Representative to the WTO; MIDDLE: Supachai Panitchpakdi, former Secretary-General of UNCTAD; RIGHT: ITC Executive Director Arancha González, UNCTAD Secretary-General Mukhisa Kituyi and WTO Director-General Roberto Azevêdo at the General Council meeting at WTO headquarters, Geneva, Switzerland

STRENGTHENING PROJECT QUALITY ASSURANCE

In 2013, ITC continued to invest in improving staff capabilities to ensure results-oriented project design. Intensive training on logical frameworks was rolled out to 37 staff directly involved in project management.

A 2013 review of the project design and quality assurance process resulted in a streamlining of workflows with a view to reducing transaction costs and reinforcing subsidiarity and accountability.

Recommendations from the review were implemented in early 2014, with new project design templates and reinforcement of the role of the Project Appraisal Committee. The committee brings together 15 section chiefs who review all project proposals on the basis of established criteria before they are submitted to the Senior Management Committee.

EVALUATION: PROMOTING A CULTURE OF LEARNING AND ACCOUNTABILITY

In 2013, a number of evaluations launched in 2012 were completed. These included evaluations of the Poor Communities and Trade Programme (PCTP), the Export Strategy function and the NTF II programme. Main findings include:

- **PCTP** The evaluation recognized that this programme successfully linked micro-enterprises in the informal sector in Kenya to international fashion markets. It ensured quality of supply to meet this demand, while at the same time contributed to poverty reduction. The evaluation found that as a next step, the programme needs to scale up to defray the high start-up investment made by ITC.
- **Export strategy** The evaluation confirmed the high level of relevance of creating export strategies for developing countries using ITC's methodology. It highlighted the need to implement these strategies in future TRTA projects.
- **NTF II** The evaluation validated the methodology of building the capacity of TSIs to increase the export competitiveness of SMEs. It concluded that it was highly effective to increase the exports of a sector by supporting TSIs to address weaknesses within the sector's value chain in a coordinated manner.

An ITC Independent Evaluation was launched in 2013. This evaluation is a follow-up to the ITC-wide evaluation conducted in 2006. The objectives of the evaluation are to:

- Review progress made and lessons learned since 2006;
- Support accountability to parent organizations, donors and beneficiary countries by demonstrating the results and impact of ITC's activities since 2006;
- Recommend strategic and operational direction for the future.

The inception phase of the evaluation involved all ITC stakeholders, including Steering Committee members, developing country representatives, ITC senior management, ITC staff members and others. This engagement created a high level of credibility and brought value to the evaluation process. The finalization of the Inception Report included an analysis of the evaluability of ITC and the methodological approach to conduct the evaluation. The final evaluation report is due at the end of April 2014.

Other evaluations launched in 2013 to be completed in 2014 include the Trade and Environment Programme, the NTM Programme, the Women and Trade Programme and the midterm evaluation of Sector Competitiveness and Export Diversification in the Republic of the Gambia.

In 2013, ITC increased its focus on lessons learned from evaluations. This involved analysing and disseminating findings, recommendations and good practices to ensure that evaluations provide strategic input to support senior management's decision-making processes and to achieve corporate objectives.

For example, as a result of the PCTP Midterm Evaluation, evaluative methodologies have been integrated into the management of the programme. In addition, impact evaluation methodologies created during the midterm evaluation have been developed into day-to-day management tools of the PCTP.

Financial overview



ITC FUNDING

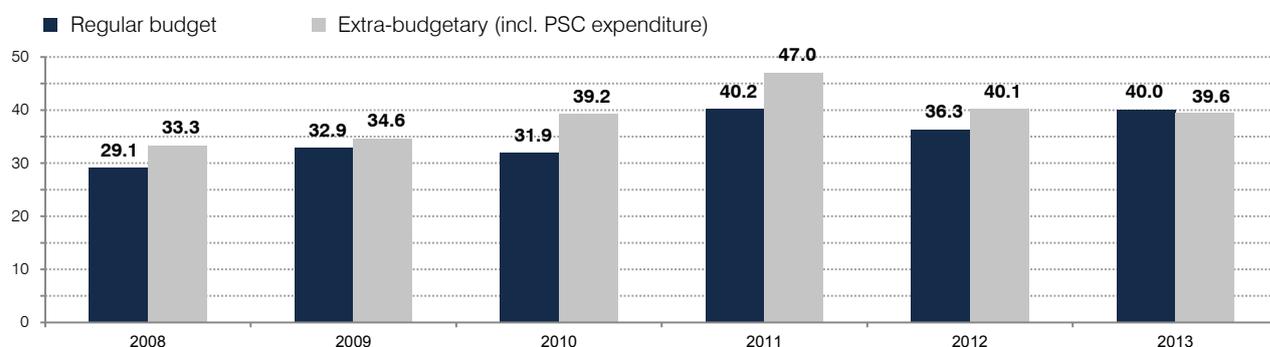
ITC's work is funded by the regular budget (RB) and extra-budgetary (XB) funding, which includes programme support costs (PSC). RB is approved biennially by the United Nations General Assembly and the WTO General Council. XB funds are accessed through the ITC Trust Fund (ITF). PSC is earned via a charge to XB expenditure and the budget is approved annually.

OVERALL RESOURCES SNAPSHOT

- **US\$ 125.77 million** was available as overall resources for 2013;
- **US\$ 86.57 million** was received in net contributions;
- **US\$ 83.58 million** was the overall cumulative expenditure.

Expenditure in 2013 for all funding sources, including RB, XB and PSC, was higher than in 2012. The regular budget expenditure increased by US\$ 3.7 million offset by a decrease of US\$ 0.57 million in XB expenditure. The decrease in XB expenditure reflects the continued consolidation and focus on quality and planning for the next generation of large projects as well as the adaptation effects of change in leadership at ITC.

The financial report and audited financial statements for the biennium (ended 31 December 2013) together with the Report of the Board of Auditors will be available in the latter half of 2014.

FIGURE 9 Expenditure pattern 2008–2013 (US\$ million net)

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.

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

In a context of zero growth for WTO and a 5% reduction across the United Nations Secretariat, ITC's RB was 3.5% higher in 2012–2013 than in 2010–2011. As a result:

- **US\$ 44.02 million** of RB resources were available for 2013, which includes the amount carried forward from 2012;

TABLE 1 RB expenditure in 2013 (US\$ million)

CATEGORIES	Expenditure
Staff and other personnel costs	32.10
Travel	0.40
Contractual services	1.40
Operating expenses	3.12
Acquisitions	1.43
Other	1.53
Total	39.98
Appropriation	44.02
% of Delivery	91%

- **US\$ 39.98 million** was recorded as expenditure as of 31 December 2013, which translates into an implementation rate of 91% of available resources.

The increase in RB expenditure is attributable to a higher exchange rate of the US dollar to the Swiss franc and higher spending for staff costs and acquisitions, as well as the tendency to spend less in the first year of a biennium and more in the second.

EXTRA-BUDGETARY FUNDS

XB resources depend on contributions from donors, with project budgets often covering several years. Available XB funds for 2013 included:

- **US\$ 30.86 million** carried forward from 2012;
- **US\$ 43.19 million** in net contributions received in 2013.

TABLE 2 Spending by focus area in 2013 (US\$ million gross)

FOCUS AREAS	Expenditure*
Trade and market intelligence	3.60
Regional economic integration and South-South trade	3.11
Connecting to value chains	11.96
Strengthening TSIs	3.13
Inclusive and green trade	7.96
Policy and business environment through PPPs	5.17
Substantive TRTA subtotal	34.93
Corporate efficiency	4.32

* Preliminary figures

TABLE 3 Status of resources (US\$ million gross), as of 31 December 2013

DESCRIPTION	Opening balance	Net income received*	Expenditures	Total cash at hand
Regular budget	4.79	39.23	39.98	4.05
Programme support costs	3.55	4.14	4.55	3.14
Extra-budgetary resources, Window I	12.42	17.35	19.02	10.75
Extra-budgetary resources, Window II	18.44	25.84	20.03	24.26
Total extrabudgetary resources	30.86	43.19	39.05	35.00
Total	39.20	86.57	83.56	42.19

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

ITC took a conservative approach in the 2012–2013 biennium, while focusing on quality and planning for the next generation of large programmes. XB expenditure reached US\$ 39.05 million (gross), excluding PSC expenditure. ITC also made strong investments 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.

PROGRAMME SUPPORT ACCOUNT

In line with United Nations financial procedures, ITC charges standard PSC on XB expenditure ranging from 7% to 13%. The PSC charge recovers additional costs incurred by supporting activities financed from XB contributions, including administrating human, financial, physical, and information and communication technology resources. Key figures for the PSC account in 2013:

- **US\$ 4.14 million** received in PSC income;
- **US\$ 4.55 million** in PSC expenditure;
- **US\$ 3.14 million** of cumulative surplus in the PSC account at the end of the year.

IMPLEMENTING IPSAS AND UMOJA

ITC continued implementing International Public Sector Accounting Standards (IPSAS) and Umoja, the enterprise resource planning system being introduced United Nations-wide to replace the Integrated Management Information System, which dates back to the early 1990s. Umoja will be rolled out to the United Nations offices in Geneva, including ITC, in July 2015.

In January 2014, ITC started implementing IPSAS. The first set of IPSAS-compliant financial statements will be produced at the end of 2014. To prepare for adopting

APPROVAL OF THE 2014–2015 BUDGET

The 2014–2015 regular budget was presented to the WTO and the United Nations budget review bodies for approval during 2013. ITC respected the budget constraints faced by the United Nations and WTO member states and complied with the reductions requested. The budget was prepared according to General Assembly resolution 67/248, which called for a reduction in funding. This meant a decrease of 1.87 million Swiss francs, or 2.5%, compared with the 2012–2013 budget. The proposed budget, which does not compromise ITC's capacity to fulfil its mandate, was approved in December 2013.

IPSAS, a full set of accounting policies and procedures were finalized in line with the United Nations implementation timetable. An audit on IPSAS preparedness in relation to property, plant and equipment by the United Nations Office of Internal Oversight Services gave ITC full marks on preparedness.

ENSURING VALUE FOR MONEY

In 2013, ITC continued to ensure better value for money when delivering technical assistance to beneficiary countries. The quality control process for project development and approval was streamlined. Costs for key administrative processes were updated and the results will be used to identify areas where more efficient approaches can be adopted, setting target ranges for costs and developing more reliable and transparent project costing and budgeting.

The available data are used for output and outcome costing. Work will continue in 2014 to bring greater awareness and transparency among staff concerning ITC costs, which is expected to result in higher accountability and greater efficiency.

Human resource management



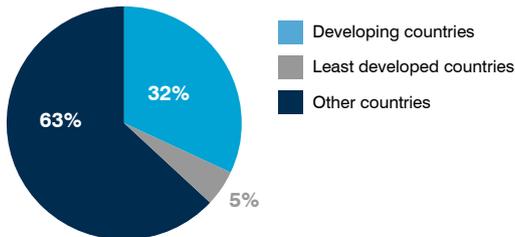
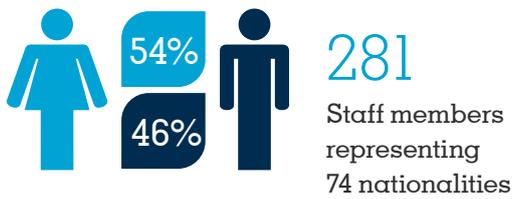
As of 31 December 2013, ITC employed 281 full-time, part-time, regular and project staff and five associate experts, representing 74 nationalities. In addition:

- ITC contracted 671 consultants and individual contractors (249 women and 422 men from 90 countries) for technical expertise during 2013. (Further details can be found in appendices V-VII.)
- Interns included 76 young professionals from 36 countries during 2013.
- In 2013, 33 competitions were completed.
- Five competitions were nearing the end of the recruitment process as of 31 December. Of the 18 professional-level and above vacancies filled, three (14%) were won by female candidates, while 43% of professional and higher competitions were won by candidates from developing and least developed countries.
- ITC provided learning opportunities for 140 participants in leadership and management development courses, including Performance Management, Supervisory Skills, Influencing Others & Managing Upwards and Giving/Receiving Performance Feedback.

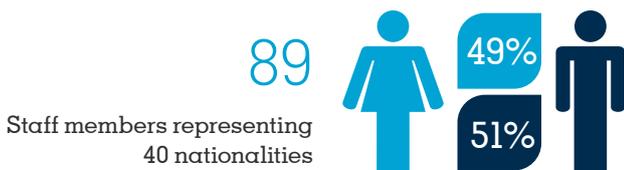
ITC remains strongly committed to promoting diversity and gender balance in its staffing levels. As of 31 December 2013:

- ITC staff is comprised of people from 74 countries;
- The gender balance is 54% women and 46% men;
- 28% (19 of 69) of ITC's higher-level posts (P4+) were filled by women. ITC has made the redressing of this imbalance one of its primary goals in the ITC People Strategy for 2014-2016 and will introduce processes and metrics to monitor progress.

ITC STAFF IN 2013 (31 Dec. 2013)



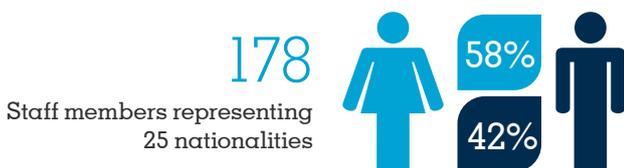
Developing countries



Least developed countries



Other countries



WHAT THEY SAY...

Three staff members who joined ITC in 2013 share their first impressions:



Charlotta Falenius (Finland),
Junior Professional Officer

“Managing projects, drafting policy documents and giving presentations to stakeholders to support the WTO accession of developing countries allows me to work directly with private sector representatives and policymakers using trade as a development tool.”



Biruh Mekonnen (Ethiopia), Associate
Information Systems Officer

“As an African I have always been interested in international trade and its impact on development. Within ITC I have ample opportunity to apply and enhance my skills in a multicultural working environment while at the same time making a difference for my continent.”



Jicheng Zhang (China),
Monitoring and Evaluation Officer

“What is unique about ITC’s work is the constant effort in creating and building linkages between trade and poverty reduction, and I am honoured to work in the Evaluation Unit to validate the results of these linkages and to support evidence-based learning for improving ITC’s performance.”

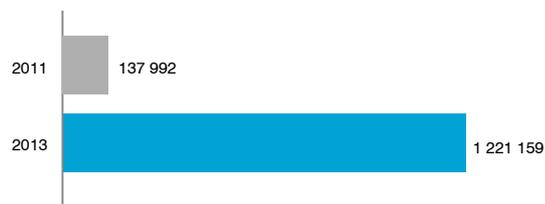
Communication and outreach

In 2013, ITC increased its communication and outreach through direct and indirect channels, continuing to raise awareness about the importance of inclusive and sustainable export-led growth for development. Some 300 news items were published on the ITC website, while ITC received more than 2,500 media mentions, an increase of 212% from 2012 and an eightfold increase compared with 2011. New processes and workflows were put in place, laying the foundation for increased outreach.

ITC recognizes the importance of communication and awareness building as part of its project delivery. To achieve this, communication objectives and strategies have been integrated into project development templates.

Over the 2012–2013 biennium, the audience reached via ITC's communications channels increased from an estimated 138,000 per month in 2011 to an estimated 1.2 million per month in 2013. The number of monthly visitors to the ITC website increased from 65,000 in 2011 to 130,000 in 2013, while the number of followers reached through social media has grown to more than 38,000 a month. The readership of *Trade Forum*, ITC's quarterly magazine, rose by more than 50% due to increased readership of the online version. The number of people reading articles concerning ITC in the press has increased from an estimated 58,125 a month in 2011 to an estimated 1,031,771 a month in 2013.³

FIGURE 10 ITC's monthly outreach (estimate)



Reach by communication channel per month (2013)



REDESIGNED WEBSITE

Web traffic in 2013 increased by 35% to 130,000 visitors per month. Based on user feedback, ITC launched its redesigned website in November 2013. The new website is optimized for mobile devices and tablets, as well as the traditional desktop. Five sub-sites showcasing projects and programmes were also launched.

The monthly e-newsletter launched at the end of 2012 is sent out regularly to more than 30,000 readers. Twitter, Facebook and LinkedIn accounts are continuously being used to build networks and stakeholder communities for 10 ITC projects.

PUBLICATIONS

Publications are an important component of ITC's global public goods, which reach out to a wide audience and inform them about trade-related issues. During the year, ITC published seven books and 21 technical papers, all of which are available free for download via the website (www.intracen.org/publications). An increasing number of ITC publications, as well as most news articles on ITC's web site, are available in ITC's three official languages.

MULTILINGUAL COMMUNICATIONS

ITC is committed to increasing the availability of information in its three official languages. To this end, a computer-assisted translation (CAT) system was rolled out, increasing the quality and consistency of ITC output in French and Spanish. (CAT is a form of language translation in which a human translator uses computer software to support and facilitate the translation process.) This is also aimed at increasing efficiency and cutting costs. As a result, ITC has decreased translation unit costs by 20%.

INTERNAL COMMUNICATIONS

ITC's first internal communications strategy was launched in early 2013. It aims to increase effective communication and information sharing between management and staff as well as among staff.

³ ITC has developed a new methodology in collaboration with external communications experts to estimate the number of people reading articles concerning ITC. This methodology considers the number of publications where articles appear, their circulation and compensates for overlapping audiences. The methodology conservatively estimates that 5% of readers of any publication that included an article concerning ITC read the ITC-relevant information.

OUTREACH THROUGH HIGH-LEVEL EVENTS

ITC's Executive Director and other senior officials spoke at numerous high-level conferences and events organized by partners, further contributing to ITC's outreach and thought leadership. Meetings addressed in 2013 included the following:

- Annual Investment Meeting (Dubai, United Arab Emirates, April);
- Africa Global Business Forum (Dubai, United Arab Emirates, May);
- China International Fair for Trade in Services (Beijing, China, June);
- CARICOM (Caribbean Community Secretariat) Regional Aid for Trade Strategy Launch (Port-au-Prince, Haiti, June);
- WTO Aid for Trade Global Review (Geneva, Switzerland, July);
- WTO Public Forum (Geneva, Switzerland, October);
- Conference of African Union Ministers of Trade (Addis Ababa, Ethiopia, October);
- World Economic Forum Summit on the Global Agenda (Abu Dhabi, United Arab Emirates, November);
- European Development Days (Brussels, Belgium, November);
- Ninth WTO Ministerial Conference (Bali, Indonesia, December).

ONLINE COURSES (E-LEARNING)

ITC's commitment to develop its e-learning practice accelerated in 2013, scaling up from one to eight ITC sections that are fully involved in course development. An E-learning Strategy was developed to formally launch the SME Trade Academy (provisional name) in 2015. Other achievements in 2013 included:

- Eight new online learning courses have been developed and form part of an integrated curriculum.
- Standards for course development were enhanced and multimedia objects have been created to improve the learning experience.

The next step is to create an integrated ITC E-Learning Curriculum for Trade Advisers, which will be launched in the first quarter of 2014. The course will be available on ITC's online learning platform at <http://learning.intracen.org>.



Partnerships

INTERGOVERNMENTAL ORGANIZATIONS

United Nations

During 2013, ITC continued its partnership with international organizations, including:

- **UNIDO**, with sector development projects in Côte d'Ivoire involving quality and standards;
- The **International Organization for Standardization**, concerning quality and standards;
- **WIPO** for the brand and intellectual property development concept for Zanzibar cloves and spices;
- The **United Nations Economic Commission for Europe** for trade needs assessment in Kazakhstan;
- The **Food and Agriculture Organization of the United Nations** (FAO) on plant protection, food safety, food security and the reduction of food wastage;
- **UNCTAD**, for Myanmar's NES and the development of various diagnostic tools;
- As an example of ITC's involvement in the One UN initiative, in Rwanda, ITC partnered with **UNDP**, **UNIDO**, the **United Nations Economic Commission for Africa** and **UN Women** to develop flagship programmes.

World Bank

In 2013, ITC worked with the World Bank to develop an innovative project to increase SME exports in the Arab region. ITC provided technical assistance and conducted needs assessments in Jordan, Morocco and Tunisia. The project proposal was submitted in December to be considered for funding by the Deauville Partnership with Arab Countries in Transition.

Enhanced Integrated Framework

During 2013, ITC received a growing number of requests of assistance for Tier 2 projects from LDCs participating in the EIF. In close collaboration with the United Nations Office for Project Services (UNOPS) as well as WTO, UNIDO, UNDP and UNCTAD, five new EIF projects were implemented in Burkina Faso, Chad, Guinea, Lesotho and Nepal. In addition, project development activities were launched in 10 LDCs to respond to the needs identified in their EIF Diagnostic Trade Integration Studies. ITC activities in LDCs were coordinated under the Istanbul Programme of Action managed by the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.

As Myanmar recently became an EIF country, close collaboration was initiated with the EIF Secretariat. ITC's NES will feed into the upcoming Diagnostic Trade Integration Study in Myanmar.

Transparency in Trade Initiative

ITC has partnered with the African Development Bank, UNCTAD, the World Bank and WTO through the Transparency in Trade Initiative. The collaboration ensures a shared vision for collecting and disseminating trade-related data and facilitates joint fundraising activities.

United Nations Inter-Agency Cluster on Trade and Productive Capacity

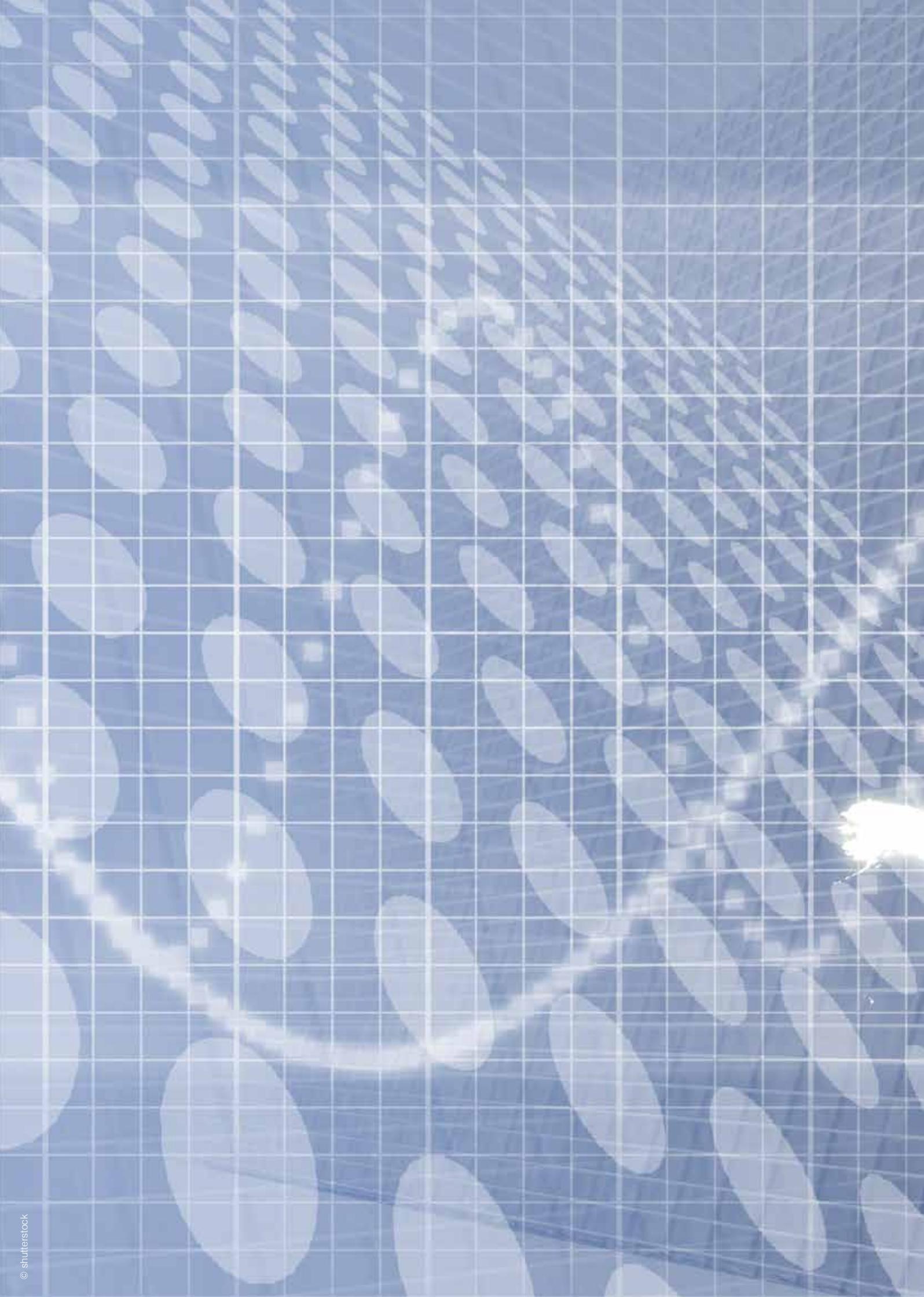
The Chief Executive Board (CEB) Inter-Agency Cluster on Trade and Productive Capacity is an inter-agency mechanism dedicated to coordinating trade and development operations at the national and regional levels within the United Nations system. ITC participates in CEB together with UNCTAD, UNIDO, UNDP, FAO, WTO, the United Nations Environment Programme, the International Labour Office (ILO), the United Nations Commission on International Trade Law, UNOPS and the five United Nations Regional Commissions. Joint initiatives were launched on issues such as youth employment and value chains.

SOUTH-SOUTH PARTNERSHIPS

- ITC facilitated a partnership in 2013 between **Burkina Faso** and **Viet Nam** focusing on trade development and transfer of technology and know-how on rice and cashew nuts (see the case study on page 28).
- ITC teamed up with the **Exim Bank of India** in the design phase of the NES in Myanmar. Exim Bank contributed trade and market analyses in the rice and textile sectors, and in the area of access to finance and TSI strengthening.
- In 2013, ITC partnered with the **Ministry of Commerce of the People's Republic of China, the China Council for the Promotion of International Trade and TSIs** in six Asian LDCs (Afghanistan, Bangladesh, Cambodia, Lao People's Democratic Republic, Myanmar and Nepal) to stimulate interregional trade.
- In 2013, ITC partnered with two institutions in the halal sector: **JAKIM Malaysia** and **GIMDES**, a Turkish halal certification body. Together with GIMDES, ITC built the audit and certification capacities of the National Institute of Standardization and Industrial Property in Tunisia, which launched its first halal label in 2013. Work in the halal sector in partnership with JAKIM also benefited both institutions and 42 companies in Egypt, which are now exporting halal products for the first time.

OTHER PARTNERS

- The **Centre for the Promotion of Imports from developing countries** (CBI) and ITC continued their strong partnership within the NTF programme. In 2013, NTF II was successfully wrapped up. NTF III was planned and will be rolled out in 2014. In 2013, ITC and CBI also worked closely in the area of market intelligence. This included sharing data and strengthening each other's market intelligence platforms.
- In 2013, the **Python Conservation Partnership** was initiated, an innovative PPP between ITC, Kering (a French luxury brand) and the International Union for the Conservation of Nature's Species Survival Commission Boa & Python Specialist Group. The data will contribute to the **Convention on International Trade in Endangered Species of Wild Fauna and Flora** (CITES) process. The organizations partnered with the aim to improve the sustainability of python exports from South-East Asia.
- ITC and private sector partners created the **Global Platform for Action on Sourcing from Women Vendors** to facilitate buyer-mentor group meetings. In 2013, meetings were held in the IT sectors in Bangalore, India, and in the clothing and textiles sector in London, United Kingdom.
- ITC's **Ethical Fashion Initiative** supports disadvantaged communities in East and West Africa by integrating producers into the global value chain of leading international fashion brands. In 2013, several new designers participated in the initiative (see the case study on page 52).
- The **Secretaría de Integración Económica Centroamericana** (SIECA) and ITC have identified several areas for joint cooperation to strengthen regional economic integration in Central America. ITC and SIECA are focusing on boosting SMEs' competitiveness and empowering women entrepreneurs.
- ITC developed a collaboration programme with German-based engineering and electronics multinational **Bosch** on supply chain and logistics, working together on training programmes and field delivery.
- **Caribbean Export Development Agency** and ITC are continuing their cooperation to strengthen public-private dialogue and reinforce national TSIs to connect Caribbean SMEs with international markets.
- A memorandum of understanding was signed by ITC and the **Ministry of Economic Development of the Russian Federation**, which lays the foundation for cooperation on WTO training programmes for the business community, regional export strategies, trade information support and export competitiveness through institutional development.



Appendices



APPENDIX I

ITC PROGRAMMES

FOCUS AREAS: AID FOR TRADE THEMES

	TRADE AND MARKET INTELLIGENCE FOR SME COMPETITIVENESS	CONNECTING TO VALUE CHAINS: SME COMPETITIVENESS, DIVERSIFICATION AND LINKS TO EXPORT MARKETS	STRENGTHENING TRADE AND INVESTMENT SUPPORT INSTITUTIONS	BUILDING A CONDUCTIVE POLICY AND BUSINESS ENVIRONMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS
METHODOLOGY/ PRODUCT	NTM Programme	CTAP	Assess, Improve and Measure for Results	Export Strategy
THEMATIC PROGRAMME	T4SD Programme	MLS-SCM	World TPO Conference and Awards	WTO Accession
COUNTRY/REGIONAL PROGRAMME	Competitive Intelligence	Exporter Competitiveness		Regional Integration and Economic Partnership Agreements
	Market Analysis Tools	Branding	Trade Policy Programme	
	Myanmar country programme			
FOCUS AREAS: CROSS-CUTTING THEMES	PACIR – Côte d'Ivoire		Trade Support and Regional Integration Programme – Côte d'Ivoire	
SUPPORTING REGIONAL ECONOMIC INTEGRATION AND SOUTH-SOUTH TRADE		Access to Finance	Supporting India's Trade Preferences for Africa	African Cotton
PROMOTING AND MAINSTREAMING INCLUSIVE AND GREEN TRADE	Trade and Environment		Women and Trade	
		Poor Communities and Trade		

APPENDIX II

ITC TECHNICAL COOPERATION BY REGION AND FOCUS AREA

PROJECT	2013 BUDGET US\$'000 GROSS	2013 EXPENDITURE US\$'000 GROSS (preliminary figures)	DONOR	FOCUS AREAS						
				TRADE AND MARKET INTELLIGENCE	REGIONAL ECONOMIC INTEGRATION AND SOUTH-SOUTH TRADE	CONNECTING TO VALUE CHAINS	STRENGTHENING TSIs	INCLUSIVE AND GREEN TRADE	POLICY AND BUSINESS ENVIRONMENT THROUGH PPPs	CORPORATE EFFICIENCY
Sub-Saharan Africa										
PACT II	906	733	Canada, ITF Window I	■						
Cross-border trade between Liberia and Sierra Leone	116	93	Ireland	■						
Support East African Community's Regional Trade Integration	706	692	ITF Window I	■						
Standards and trade development facility, Nigeria –SPS capacity building for sesame seeds and shea nut butter exports	13	6	STDF			■				
NTF II: Creating sustainable exporter competitiveness in the tree fruit sector in Kenya	135	73	Netherlands			■				
NTF II: Enhancing export competitiveness of rooibos tea and automotive components sectors in South Africa	59	39	Netherlands			■				
NTF II: Creating sustainable exporter competitiveness in the coffee sector in Uganda	161	110	Netherlands			■				
NTF II: Enhancing export competitiveness of mangoes from the Niayes region in Senegal	188	176	Netherlands			■				
Côte d'Ivoire: Institutional strengthening of economic policy and facilitation of regional and global integration	3 400	2 731	European Union			■				
Gambia: Sector competitiveness and export diversification	1 000	805	EIF			■				
Southern African Development Community (SADC) supply chain and logistics programme – South Africa	18	15	Flemish government, Belgium			■				
SME promotion and development – Nampula, Mozambique	70	43	One UN - MDG Achievement Fund			■				
WIPO/ITC: Brand strategy activation	105	91	ITF Window I			■				
United Republic of Tanzania: Integration of horticulture supply/value chains into tourism (United Nations Development Assistance Plan or UNDAF)	280	264	One UN - MDG Achievement Fund			■				
WIPO/ITC: Branding methodology and tools for value creation	72	69	ITF Window I			■				
Trade promotion and value addition for African cotton	520	512	European Union			■				
Lesotho: Horticulture productivity and trade development	321	504	EIF			■				
Zambia Green Jobs Programme: Improved Access to Finance for MSMEs in building and construction industry	30	30	ILO				■			

PROJECT	2013 BUDGET US\$'000 GROSS	2013 EXPENDITURE US\$'000 GROSS (preliminary figures)	DONOR	FOCUS AREAS						
				TRADE AND MARKET INTELLIGENCE	REGIONAL ECONOMIC INTEGRATION AND SOUTH-SOUTH TRADE	CONNECTING TO VALUE CHAINS	STRENGTHENING TSIs	INCLUSIVE AND GREEN TRADE	POLICY AND BUSINESS ENVIRONMENT THROUGH PPPs	CORPORATE EFFICIENCY
Women and Trade: Improving economic benefits for women in the coffee sector	167	94	United Kingdom					■		
Trade facilitation for women informal cross-border traders and MSMEs in the East African Community – phase II	31	30	United Kingdom					■		
Ethical Fashion Initiative: Market expansion	80	77	Japan					■		
Ethical Fashion Ghana: Establishing sustainable export-market links and supply chain for ethical fashion and lifestyle products	1 169	1 155	Switzerland					■		
Coordination of African regional cotton sector strategies implementation	430	417	European Union						■	
Project development: Women and trade – Empowering women in the cotton sector in Zambia	54	51	ITF Window I					■		
Project development: Trade and private sector development – Zimbabwe	35	33	ITF Window I			■				
Project development: Building advanced training capacity for SMEs in Africa on international contracts	100	95	ITF Window I				■			
Project development: Cotton to clothing: Enhancing African capacity and trade through the use of Turkish know-how	16	12	ITF Window I			■				
Project development: Promoting intraregional trade in Eastern Africa	140	147	ITF Window I		■					
Project development: Malawi – trade information infrastructure and services project	29	25	ITF Window I	■						
Asia and the Pacific										
Nepal: Pashmina enhancement and trade support project	50	6	EIF			■				
Fiji: Improvement of key services to livestock	80	37	European Union			■				
Cambodia: Export diversification and expansion programme I: High-value silk	363	308	EIF			■				
Improving the safety and quality of Sri Lankan fruits and vegetables	315	297	STDF			■				
NTF II: Bangladesh	357	342	Netherlands			■				
Certified Trade Advisers programme extension	87	83	China			■				
STDF project: Pilot in Sri Lanka	28	27	ITF Window I			■				
Fiji: Improvement of key services to agriculture	903	1 290	European Union			■				
Viet Nam: Improvement of income and employment opportunities for rural poor through green production	360	288	One UN - MDG Achievement Fund					■		
Lao People's Democratic Republic: Enhancing sustainable tourism, clean production and export capacity	190	253	Switzerland - EIF					■		
Pakistan: Assistance to the design and implementation of trade policy and regulatory reform to improve export possibilities	357	277	UNIDO						■	

PROJECT	2013 BUDGET US\$'000 GROSS	2013 EXPENDITURE US\$'000 GROSS (preliminary figures)	DONOR	FOCUS AREAS						
				TRADE AND MARKET INTELLIGENCE	REGIONAL ECONOMIC INTEGRATION AND SOUTH-SOUTH TRADE	CONNECTING TO VALUE CHAINS	STRENGTHENING TSIs	INCLUSIVE AND GREEN TRADE	POLICY AND BUSINESS ENVIRONMENT THROUGH PPPs	CORPORATE EFFICIENCY
Samoa and Vanuatu: Fostering business support to the WTO accession process	22	17	ITF Window I							■
Project development: Women and Trade II – Economic empowerment of women in the Pacific Region	30	24	Australia					■		
Project development: Enhancing export capacities of Asian LDCs	35	19	ITF Window I			■				
Latin America and the Caribbean										
Trade Intelligence Programme for the Ministry of Foreign Affairs of Uruguay	131	112	Uruguay, ITF Window I	■						
Upgrading trade information services for exporters in Saint Lucia	34	38	Saint Lucia	■						
Peru: Enabling TSIs in Peru's northern corridor to respond to the needs of exporters	550	464	Switzerland				■			
Empowering Peruvian women business enterprises (WBEs) in alpaca to enter the United States market	4	4	United Kingdom					■		
Empowering Mexican WBEs in silver jewellery and beads industry to enter the United States market	5	6	United Kingdom					■		
ITC Regional Office for Latin America and the Caribbean in Mexico	93	73	ITF Window I							■
Project development: CARIFORUM Regional Export Strategy Programme	88	54	ITF Window I		■					
Project development: Strengthening the business regulatory framework in Haiti	28	7	ITF Window I				■			
Project development: Institutional strengthening of the Ministry of Trade and Industry in Haiti	28	20	ITF Window I				■			
Arab Region										
Enhancing Arab Capacity for Trade (EnACT)	1 117	988	Canada			■				
Building export capacities for regional integration in the Arab States	28	13	ITF	■						
Export development for employment creation (EDEC): Morocco	61	24	Canada			■				
Strengthening the textile value chain approach in Tunisia (inception phase)	40	32	Switzerland			■				
Kuwait: Improving the international competitiveness of food and beverage producers	450	394	Kuwait			■				
State of Palestine: Strengthening capacities in trade promotion for export development	300	242	UNDP				■			
State of Palestine: Supporting the design of an export strategy	216	201	PalTrade						■	
Project development: Morocco: EDEC	54	50	ITF Window I			■				

PROJECT	2013 BUDGET US\$'000 GROSS	2013 EXPENDITURE US\$'000 GROSS (preliminary figures)	DONOR	FOCUS AREAS						
				TRADE AND MARKET INTELLIGENCE	REGIONAL ECONOMIC INTEGRATION AND SOUTH-SOUTH TRADE	CONNECTING TO VALUE CHAINS	STRENGTHENING TSIs	INCLUSIVE AND GREEN TRADE	POLICY AND BUSINESS ENVIRONMENT THROUGH PPPs	CORPORATE EFFICIENCY
Project development: Tunisia – Improving the competitiveness of the textiles and clothing value chain	39	34	ITF Window I			■				
Project development: Diversifying export markets through virtual market places in the Arab Region	71	33	ITF Window I	■						
Eastern Europe and Central Asia										
Kyrgyzstan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacity	635	597	Switzerland			■				
Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities	310	253	Switzerland			■				
Tajikistan: Implementation of WTO provisions and business awareness of WTO Accession	682	653	Switzerland						■	
Multiple regions										
Non-tariff measures: Increasing transparency and understanding of NTMs and obstacles to trade	556	500	United Kingdom	■						
Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong	235	199	OIF, ITF Window I		■					
Regional Integration and Economic Partnership Agreements (EPAs) programme	429	358	ITF Window I		■					
Export Competitiveness Programme (NTF III): Programme management start-up	153	96	Netherlands			■				
NTF II – Netherlands Trust Fund Programme	219	216	Netherlands			■				
Innovation fund: Selected pilot activities to promote exports of services from developing countries	222	225	ITF Window I			■				
Trade Leaders Programme	60	43	ITF Window I				■			
Banker Forum	71	61	ITF Window I				■			
Trade and Environment Programme	1 261	1 141	ITF Window I					■		
Poor Communities and Trade Programme	1 875	1 783	ITF Window I					■		
Women and Trade Programme Management	279	328	United Kingdom, Australia, ITF Window I					■		
Women and trade – Building the capacity to address gender-based trade constraints	26	29	United Kingdom					■		
The global platform for action on sourcing from women vendors (Women and Trade Phase II)	350	344	ITF Window I					■		
Export Strategy Design and Management Programme	1 504	1 390	ITF Window I						■	
National Export Strategy of Kyrgyzstan and Myanmar	515	499	Germany						■	
LDCs: Fostering business support to the WTO accession process	600	584	ITF Window I						■	

PROJECT	2013 BUDGET US\$'000 GROSS	2013 EXPENDITURE US\$'000 GROSS (preliminary figures)	DONOR	FOCUS AREAS						
				TRADE AND MARKET INTELLIGENCE	REGIONAL ECONOMIC INTEGRATION AND SOUTH-SOUTH TRADE	CONNECTING TO VALUE CHAINS	STRENGTHENING TSIs	INCLUSIVE AND GREEN TRADE	POLICY AND BUSINESS ENVIRONMENT THROUGH PPPs	CORPORATE EFFICIENCY
Division of Country Programmes Partnership and Coordination	100	76	ITF Window I							■
Needs assessment and project design: Piloting the methodology and boosting the project pipeline	414	335	ITF Window I							■
Window I core and additional XB staff costs	5 128	4 725	ITF Window I	■	■	■	■	■	■	■
Associate experts	785	716	Finland, France, Germany	■	■	■	■		■	
Global projects										
Publications content development	115	37	ITF Window I	■						
Trade information services revolving fund	21	9	Revolving Fund	■						
Investing in Innovation – Next generation trade intelligence portal	112	88	ITF Window I	■						
Market analysis and research revolving fund	429	371	Revolving Fund	■						
Market access map maintenance, upgrade and dissemination	650	627	European Union	■						
Events	625	549	ITF Window I	■						
Competitive intelligence pilot project	116	108	ITF Window I	■						
Market Insider	150	144	ITF Window I	■						
E-learning course development and partnerships	150	146	ITF Window I	■						
Export Value Chain Adviser	294	281	France			■				
Enterprise Competitiveness revolving fund	50	53	Revolving Fund			■				
TPO Networking – Sharing and adoption of winning practices	88	83	ITF Window I				■			
TSI assessment, benchmarking and performance improvement	435	403	ITF Window I				■			
Supply chain management training and professional certification (MLS-SCM)	792	674	Switzerland, ITF Window I, Revolving Fund				■			
World TPOs conference and awards	193	188	ITF Window I				■			
Trade for Sustainable Development Programme (T4SD)	1 748	1 675	European Union, Switzerland, Hivos, ITF Window I	■						

PROJECT	2013 BUDGET US\$'000 GROSS	2013 EXPENDITURE US\$'000 GROSS (preliminary figures)	DONOR	FOCUS AREAS						
				TRADE AND MARKET INTELLIGENCE	REGIONAL ECONOMIC INTEGRATION AND SOUTH-SOUTH TRADE	CONNECTING TO VALUE CHAINS	STRENGTHENING TSIS	INCLUSIVE AND GREEN TRADE	POLICY AND BUSINESS ENVIRONMENT THROUGH PPPs	CORPORATE EFFICIENCY
Business and Trade Policy Programme	360	312	ITF Window I						■	
Business environment revolving fund	5	5	Revolving Fund						■	
Partnership coordination	50	39	ITF Window I							■
Innovation coordination	80	64	ITF Window I							■
Corporate efficiency										
Independent evaluation of ITC	200	128	ITF Window I							■
Results-based management	150	104	ITF Window I							■
Evaluation	274	195	ITF Window I							■
Implementation of computer-assisted translation tool	26	21	ITF Window I							■
Communications support to projects and programmes	480	401	ITF Window I							■
Organizational strengthening	531	455	ITF Window I, United Kingdom							■
Human resources policies and projects	330	293	ITF Window I							■
Legal and programme support for project implementation	276	251	ITF Window I							■
Impact assessment methodology development and implementation	197	187	ITF Window I							■
Fundraising	40	38	ITF Window I							■
IT and services strategy implementation	846	841	ITF Window I							■
Client relationship management system maintenance and development	142	143	ITF Window I							■

APPENDIX III

ITC COUNTRY AND REGIONAL PROJECTS AND PROGRAMMES BY COUNTRY

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
AFGHANISTAN	<ul style="list-style-type: none"> ▪ LDCs: Fostering business support to the WTO accession process
ALBANIA	<ul style="list-style-type: none"> ▪ Albania: One UN Coherence Fund
ALGERIA	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ EnACT
ANGOLA	<ul style="list-style-type: none"> ▪ Africa: Improving economic benefits for women in the coffee sector (Women and Trade) ▪ PACT II – ECCAS
ANTIGUA AND BARBUDA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
BAHRAIN	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
BANGLADESH	<ul style="list-style-type: none"> ▪ Export Competitiveness Programme (NTF III): Programme management start-up ▪ T4SD Small Traders Capacity-Building Programme ▪ NTF II – Bangladesh
BARBADOS	<ul style="list-style-type: none"> ▪ ITC programme on non-tariff measures (NTMs) – phase II ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ TSI assessment, benchmarking and performance improvement project
BELIZE	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ Regional Trade Information Training Programme – Advanced
BENIN	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Coordination of African regional cotton sector strategies implementation ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ Trade promotion and value addition for African cotton ▪ PACT II – ECOWAS
BOSNIA AND HERZEGOVINA	<ul style="list-style-type: none"> ▪ Business and Trade Policy Programme
BRAZIL	<ul style="list-style-type: none"> ▪ APEX Brasil – Foreign trade training
BURKINA FASO	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Coordination of African regional cotton sector strategies implementation ▪ Ethical Fashion Initiative – Market Expansion ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ Trade promotion and value addition for African cotton ▪ PACT II – ECOWAS
BURUNDI	<ul style="list-style-type: none"> ▪ Regional Integration and Economic Partnership Agreements Programme ▪ Trade facilitation for women informal cross-border traders and MSMEs in the East African Community (EAC) – phase II ▪ PACT II – ECCAS

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
CABO VERDE	<ul style="list-style-type: none"> ▪ PACT II – ECOWAS ▪ Cape Verde: Improving Cape Verde's productive capacities (One UN)
CAMBODIA	<ul style="list-style-type: none"> ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ Cambodia: Export diversification and expansion programme (CEDEP) I: High-value silk
CAMEROON	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Coordination of African regional cotton sector strategies implementation ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ PACT II – ECCAS
CENTRAL AFRICAN REPUBLIC	<ul style="list-style-type: none"> ▪ PACT II – ECCAS ▪ Coordination of African regional cotton sector strategies implementation ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong
CHAD	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Coordination of African regional cotton sector strategies implementation ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ PACT II – ECCAS ▪ Trade promotion and value addition for African cotton
CHINA	<ul style="list-style-type: none"> ▪ T4SD ▪ CTAP extension
COLOMBIA	<ul style="list-style-type: none"> ▪ ITC programme on NTMs – phase II
COMOROS	<ul style="list-style-type: none"> ▪ PACT II – COMESA ▪ LDCs: Fostering business support to the WTO accession process
CONGO	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ PACT II – ECCAS
CONGO, DEMOCRATIC REPUBLIC OF THE	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ PACT II – COMESA
COSTA RICA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
CÔTE D'IVOIRE	<ul style="list-style-type: none"> ▪ Coordination of African regional cotton sector strategies implementation ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ PACT II – ECOWAS ▪ Côte d'Ivoire: Institutional strengthening of economic policy and facilitation of regional and global integration
CUBA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
DJIBOUTI	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ PACT II – COMESA
DOMINICAN REPUBLIC	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ TSI assessment, benchmarking and performance improvement project
EGYPT	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ EnACT ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ PACT II – COMESA
EL SALVADOR	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
EQUATORIAL GUINEA	<ul style="list-style-type: none"> ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ PACT II – ECCAS
ERITREA	<ul style="list-style-type: none"> ▪ PACT II – COMESA
ETHIOPIA	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ LDCs: Fostering business support to the WTO accession process ▪ T4SD Small Traders Capacity-Building Programme ▪ Ethiopia: Fostering business support to the WTO accession process
FIJI	<ul style="list-style-type: none"> ▪ Fiji: Improvement of key services to agriculture ▪ Fiji: Key services to develop livestock and animal feed improved
GABON	<ul style="list-style-type: none"> ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ PACT II – ECCAS
GAMBIA	<ul style="list-style-type: none"> ▪ PACT II – ECOWAS ▪ Gambia: Sector Competitiveness and Export Diversification
GHANA	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ PACT II – ECOWAS ▪ Ghana: Establishing sustainable export-market links and supply chain for ethical fashion and lifestyle products (Ethical Fashion Initiative)
GRENADA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
GUATEMALA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
GUINEA	<ul style="list-style-type: none"> ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ PACT II – ECOWAS
GUINEA-BISSAU	<ul style="list-style-type: none"> ▪ Coordination of African Regional Cotton Sector Strategies Implementation ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ PACT II – ECOWAS
GUYANA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ TSI benchmarking: Caribbean Export
HAITI	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ Poor Communities and Trade Programme (PCTP) ▪ PCTP: Haiti Component
HONDURAS	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
INDONESIA	<ul style="list-style-type: none"> ▪ Innovation fund: Selected pilot activities to promote exports of services from developing countries ▪ ITC programme on NTMs – phase II
IRAQ	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
JAMAICA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade
JORDAN	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ EnACT
KAZAKHSTAN	<ul style="list-style-type: none"> ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
KENYA	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Coordination of African regional cotton sector strategies implementation ▪ Ethical Fashion Initiative – Market Expansion ▪ Export Competitiveness Programme (NTF III): Programme management start-up ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ NTF II programme ▪ PCTP ▪ Regional Integration and Economic Partnership Agreements Programme ▪ Support EAC's Regional Trade Integration ▪ Trade and Environment Programme ▪ Eastern and Southern Africa: Increasing competitiveness and sustainability of leather sector in COMESA countries (PACT II) ▪ NTF II: Creating sustainable exporter competitiveness in the tree fruit sector in Kenya
KUWAIT	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ Kuwait: Improving the international competitiveness of food and beverage producers
KYRGYZSTAN	<ul style="list-style-type: none"> ▪ National Export Strategy of Kyrgyzstan ▪ Kyrgyzstan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacity
LAO PEOPLE'S DEMOCRATIC REPUBLIC	<ul style="list-style-type: none"> ▪ LDCs: Fostering business support to the WTO accession process ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ Lao People's Democratic Republic: Enhancing sustainable tourism, clean production and export capacity
LEBANON	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
LESOTHO	<ul style="list-style-type: none"> ▪ Lesotho: Horticulture productivity and trade development
LIBERIA	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Cross-border trade between Liberia and Sierra Leone ▪ LDCs: Fostering business support to the WTO accession process ▪ PACT II – ECOWAS
LIBYA	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ PACT II – COMESA
MADAGASCAR	<ul style="list-style-type: none"> ▪ Business and Trade Policy Programme ▪ Regional Integration and Economic Partnership Agreements Programme ▪ PACT II – COMESA
MALAWI	<ul style="list-style-type: none"> ▪ ITC programme on NTMs – phase II ▪ PACT II – COMESA
MALI	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Coordination of African regional cotton sector strategies implementation ▪ Ethical Fashion Initiative – Market Expansion ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ Trade promotion and value addition for African cotton ▪ PACT II – ECOWAS
MAURITANIA	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
MAURITIUS	<ul style="list-style-type: none"> ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ PACT II – COMESA

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
MEXICO	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ Empowering Mexican WBEs in the silver jewellery and beads industry to enter the United States market
MOROCCO	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ EnACT ▪ EDEC Morocco
MOZAMBIQUE	<ul style="list-style-type: none"> ▪ T4SD Small Traders Capacity-Building Programme ▪ SME Promotion and Development – Nampula, Mozambique
MYANMAR	<ul style="list-style-type: none"> ▪ Export Competitiveness Programme (NTF III): Programme management start-up ▪ National Export Strategy of Myanmar
NAMIBIA	<ul style="list-style-type: none"> ▪ Trade Leaders Programme
NEPAL	<ul style="list-style-type: none"> ▪ T4SD Small Traders Capacity-Building Programme ▪ Nepal: Pashmina enhancement and trade support project
NICARAGUA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
NIGER	<ul style="list-style-type: none"> ▪ Coordination of African Regional Cotton Sector Strategies Implementation ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ PACT II – ECOWAS
NIGERIA	<ul style="list-style-type: none"> ▪ PACT II – ECOWAS ▪ Standards and trade development facility, Nigeria – SPS capacity-building for sesame seeds and shea nut butter exports
OMAN	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
PAKISTAN	<ul style="list-style-type: none"> ▪ Pakistan: Assistance to the design and implementation of trade policy and regulatory reform to improve export possibilities
PANAMA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
PARAGUAY	<ul style="list-style-type: none"> ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade
PERU	<ul style="list-style-type: none"> ▪ Trade and Environment Programme ▪ Empowering Peruvian WBEs in alpaca to enter the United States market ▪ Peru: Enabling TSIs in Peru's northern corridor to respond to the needs of exporters
PHILIPPINES	<ul style="list-style-type: none"> ▪ Business and Trade Policy – Trade Policy Training for Business Managers ▪ Market analysis capacity-building (via e-learning) for trade policy advisers
QATAR	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
RWANDA	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ ITC programme on NTMs – phase II ▪ Regional Integration and Economic Partnership Agreements Programme ▪ T4SD Small Traders Capacity-Building Programme ▪ Contributions made to the development of the new UNDAP 2013-18
SAINT KITTS AND NEVIS	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
SAINT LUCIA	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ Upgrading trade information services for exporters in Saint Lucia
SAINT VINCENT AND THE GRENADINES	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico
SAMOA	<ul style="list-style-type: none"> ▪ Trade Leaders Programme ▪ Samoa: Fostering business support to the WTO accession process
SAO TOME AND PRINCIPE	<ul style="list-style-type: none"> ▪ PACT II – ECCAS

APPENDICES

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
SAUDI ARABIA	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
SENEGAL	<ul style="list-style-type: none"> ▪ ACCESS! Programme (PACT II) ▪ Coordination of African regional cotton sector strategies implementation ▪ Market analysis capacity-building (via e-learning) for trade policy advisers ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ NTF II – NTF programme ▪ T4SD Small Traders Capacity-Building Programme ▪ NTF II: Enhancing export competitiveness of mangoes from the Niayes region in Senegal
SEYCHELLES	<ul style="list-style-type: none"> ▪ PACT II – COMESA
SIERRA LEONE	<ul style="list-style-type: none"> ▪ Cross-border trade between Liberia and Sierra Leone ▪ PACT II – ECOWAS
SOMALIA	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
SOUTH AFRICA	<ul style="list-style-type: none"> ▪ Innovation fund: Selected pilot activities to promote exports of services from developing countries ▪ NTF II: Enhancing export competitiveness of rooibos tea and automotive components sectors in South Africa ▪ SADC supply chain and logistics programme – South Africa
SRI LANKA	<ul style="list-style-type: none"> ▪ Improving the safety and quality of Sri Lankan fruits and vegetables ▪ STDF project: Pilot in Sri Lanka
STATE OF PALESTINE	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ State of Palestine: Strengthening capacities in trade promotion for export development ▪ State of Palestine: Supporting the design of an export strategy
SUDAN	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ LDCs: Fostering business support to the WTO accession process ▪ PACT II – COMESA
SWAZILAND	<ul style="list-style-type: none"> ▪ PACT II – COMESA
TAJIKISTAN	<ul style="list-style-type: none"> ▪ Tajikistan: Implementation of WTO provisions and business awareness of WTO accession (Component Two) ▪ Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities
THAILAND	<ul style="list-style-type: none"> ▪ ITC programme on NTMs – phase II
TOGO	<ul style="list-style-type: none"> ▪ Coordination of African regional cotton sector strategies implementation ▪ Market analysis capacity-building (via e-learning) for trade policy advisers ▪ PACT II – ECOWAS
TRINIDAD AND TOBAGO	<ul style="list-style-type: none"> ▪ ITC Regional Office for Latin America and the Caribbean in Mexico ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ TSI assessment, benchmarking and performance improvement project
TUNISIA	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ EnACT ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
UGANDA	<ul style="list-style-type: none"> ▪ Export Competitiveness Programme (NTF III): Programme management start-up ▪ Innovation fund: Selected pilot activities to promote exports of services from developing countries ▪ NTF II – NTF programme ▪ Regional Integration and Economic Partnership Agreements (EPAs) Programme ▪ PACT II – COMESA ▪ Trade Leaders Programme ▪ Trade promotion and value addition for African cotton ▪ NTF II: Creating sustainable exporter competitiveness in the coffee sector in Uganda
UNITED ARAB EMIRATES	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States
UNITED REPUBLIC OF TANZANIA	<ul style="list-style-type: none"> ▪ ITC programme on NTMs – phase II ▪ Regional Integration and Economic Partnership Agreements (EPAs) Programme ▪ T4SD Small Traders Capacity-Building Programme ▪ Trade facilitation for women informal cross-border traders and MSMEs in the East African Community – phase II ▪ Trade promotion and value addition for African cotton ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ United Republic of Tanzania: Integration of horticulture supply/value chains into tourism (UNDAP) ▪ Support EAC's regional trade integration of Tanzania
URUGUAY	<ul style="list-style-type: none"> ▪ NTMs: Increasing transparency and understanding of NTMs and obstacles to trade ▪ Trade Intelligence Programme for the Ministry of Foreign Affairs of Uruguay
VANUATU	<ul style="list-style-type: none"> ▪ Vanuatu: Fostering business support to the WTO accession process
VIET NAM	<ul style="list-style-type: none"> ▪ Business and Trade Policy - Trade policy training for business managers ▪ Promotion of intra- and interregional trade in UEMOA, CEMAC and the francophone Mekong ▪ Viet Nam: Improvement of income and employment opportunities for rural poor through green production (One UN)
YEMEN	<ul style="list-style-type: none"> ▪ Aid for Trade Initiative for Arab States ▪ LDCs: Fostering business support to the WTO accession process
ZAMBIA	<ul style="list-style-type: none"> ▪ PACT II – COMESA ▪ Trade and Environment Programme ▪ Trade promotion and value addition for African cotton ▪ Zambia – Access to finance for agribusiness SMEs ▪ Zambia Green Jobs Programme using pass-through fund management ▪ Zambia Green Jobs Programme: Improved access to finance for MSMEs in building and construction industry
ZIMBABWE	<ul style="list-style-type: none"> ▪ PACT II – COMESA ▪ Trade promotion and value addition for African cotton

APPENDIX IV

ITC NEEDS ASSESSMENT AND PROJECT DESIGN BY REGION

During 2013, ITC invested in better understanding client needs and designing needs-driven projects in a number of beneficiary countries. These are summarized in the table below by region.

REGION	GLOBAL AND REGIONAL	COUNTRY-SPECIFIC
Africa	<p>Project development: Promoting intraregional trade in Eastern Africa (Kenya, United Republic of Tanzania, Zambia)</p> <p>Project development: PACT II successor programme</p> <p>Project development: Cotton to clothing: Enhancing African capacity and trade through the use of Turkish know-how (Ethiopia, Turkey, Uganda, United Republic of Tanzania)</p> <p>Project development: Building advanced training capacity for SMEs in Africa on international contracts (Benin, Burkina Faso, Côte d'Ivoire, Madagascar, Mali, Morocco, Niger, Senegal, Togo, Tunisia)</p>	<p>Project development: Women in trade development – Empowering women in the cotton sector in Zambia</p> <p>Senegal – needs assessment and project design</p> <p>Malawi – needs assessment and project design</p> <p>Project development: Malawi – trade information infrastructure and services project</p> <p>Project development: Zimbabwe – Trade and Private Sector Development</p> <p>Guinea – needs assessment and project design</p>
Asia and the Pacific	<p>Project development: Development of livestock and livestock products (Fiji, Vanuatu)</p> <p>Project development: Economic empowerment of women in the Pacific Region (Women and Trade II) (Papua New Guinea, Samoa, Vanuatu)</p> <p>Project development: Enhancing export capacities of Asian LDCs (Afghanistan, Bangladesh, Cambodia, China, Lao People's Democratic Republic, Myanmar, Nepal)</p>	<p>Myanmar – needs assessment and project design in Myanmar: ITC Country Programme for Myanmar</p> <p>Development of a national trade portal in Bangladesh</p>
Latin America and the Caribbean	<p>Project development: CARIFORUM Regional Export Strategy Programme (Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago)</p>	<p>Brazil – needs assessment and project design</p> <p>Haiti – needs assessment and project design: Institutional strengthening of the Ministry of Trade and Industry in Haiti</p>
Arab Region	<p>Project development: Diversifying export markets through virtual marketplaces in the Arab region (Jordan, Morocco, Tunisia)</p>	<p>Project development and inception phase: Tunisia – Improving the competitiveness of the textile and clothing value chain</p> <p>Project development: Economic empowerment of women entrepreneurs (State of Palestine)</p> <p>State of Palestine – needs assessment and project design: Export development programme</p>
Eastern Europe and Central Asia		<p>Georgia – needs assessment and project design</p>
Multiple regions	<p>Project development: Women and trade programme – phase II</p>	

APPENDIX V

PROFILE OF ITC STAFF

COUNTRY	MEN	WOMEN	TOTAL	% OF TOTAL
DEVELOPING AND TRANSITION COUNTRIES				
Algeria	1	-	1	
Argentina	5	1	6	
Armenia	1	1	2	
Bolivia	1	-	1	
Brazil	1	3	4	
China	1	-	1	
Colombia	1	1	2	
Côte d'Ivoire	1	-	1	
Croatia	-	2	2	
Dominican Republic	1	-	1	
Ecuador	2	-	2	
Georgia	-	1	1	
Ghana	2	3	5	
Guatemala	-	1	1	
India	6	2	8	
Iran	1	-	1	
Jamaica	-	1	1	
Kenya	-	2	2	
Lebanon	1	-	1	
Malaysia	1	2	3	
Mauritius	2	3	5	
Mexico	3	2	5	
Mongolia	-	1	1	
Morocco	2	2	4	
Pakistan	1	-	1	
Palestine, State of	-	1	1	
Panama	-	1	1	
Peru	1	-	1	
Philippines	-	2	2	
Romania	1	3	4	
Russian Federation	-	2	2	
Serbia	1	-	1	
South Africa	-	1	1	
Sri Lanka	-	1	1	
Syria	2	-	2	
Thailand	-	1	1	
Tunisia	3	1	4	
Turkey	1	-	1	
Uzbekistan	-	1	1	
Zimbabwe	2	2	4	
Developing and transition countries total	45	44	89	32

COUNTRY	MEN	WOMEN	TOTAL	% OF TOTAL
LEAST DEVELOPED COUNTRIES				
Afghanistan	1	-	1	
Benin	2	-	2	
Comoros	1	-	1	
Congo, Democratic Republic of the	1	-	1	
Ethiopia	1	1	2	
Guinea	1	1	2	
Nepal	1	-	1	
Senegal	-	1	1	
Uganda	2	1	3	
Least developed countries total	10	4	14	5
OTHER COUNTRIES				
Australia	4	2	6	
Austria	1	-	1	
Barbados	1	-	1	
Belgium	1	-	1	
Canada	4	4	8	
Denmark	1	-	1	
Finland	1	3	4	
France	25	34	59	
Germany	4	8	12	
Greece	-	1	1	
Hungary	2	-	2	
Ireland	1	1	2	
Israel	1	-	1	
Italy	7	7	14	
Japan	-	1	1	
Malta	1	-	1	
New Zealand	2	2	4	
Norway	1	-	1	
Poland	1	2	3	
Portugal	-	1	1	
Spain	2	4	6	
Sweden	-	1	1	
Switzerland	2	12	14	
United Kingdom	7	12	19	
United States of America	5	9	14	
Other countries total	74	104	178	63

ITC TOTAL	129	152	281	100
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APPENDIX VI

DISTRIBUTION OF CONSULTANCIES BY NATIONALITY AND GENDER OF EXPERTS, 2013

	TOTAL		WOMEN		MEN	
	NUMBER OF CONTRACTS	WORK MONTHS	NUMBER OF CONTRACTS	WORK MONTHS	NUMBER OF CONTRACTS	WORK MONTHS
DEVELOPING AND TRANSITION COUNTRIES						
AFRICA						
Benin	3	17	-	-	3	17
Burkina Faso	4	10	1	2	3	8
Burundi	1	1	-	-	1	1
Cameroon	3	8	-	-	3	8
Congo, Democratic Republic of the	3	10	3	10	-	-
Côte d'Ivoire	34	63	4	4	30	59
Ethiopia	4	5	-	-	4	5
Ghana	4	11	2	2	2	8
Guinea	1	3	-	-	1	3
Kenya	18	40	7	19	11	21
Liberia	2	4	-	-	2	4
Madagascar	1	1	1	1	-	-
Mauritius	5	11	3	8	2	2
Rwanda	4	8	-	-	4	8
Senegal	3	2	-	-	3	2
South Africa	17	38	4	9	13	29
Togo	1	2	-	-	1	2
Uganda	11	18	2	2	9	16
United Republic of Tanzania	1	3	-	-	1	3
Zambia	3	3	1	1	2	3
Zimbabwe	1	3	1	3	-	-
AFRICA TOTAL	124	260	29	61	95	199
ASIA AND THE PACIFIC						
Bangladesh	2	2	-	-	2	2
China	5	9	3	8	2	1
Fiji	28	29	10	11	18	18
India	16	38	5	11	11	26
Lao People's Democratic Republic	4	9	1	6	3	3
Malaysia	1	0.3	-	-	1	0.3

	TOTAL		WOMEN		MEN	
	NUMBER OF CONTRACTS	WORK MONTHS	NUMBER OF CONTRACTS	WORK MONTHS	NUMBER OF CONTRACTS	WORK MONTHS
Myanmar	1	2	-	-	1	2
Nepal	3	5	1	0.2	2	5
Pakistan	14	25	1	11	13	14
Philippines	4	3	2	2	2	1
Republic of Korea	3	13	3	13	-	-
Singapore	3	5	2	3	1	1
Sri Lanka	1	0.2	-	-	1	0.2
Viet Nam	2	10	2	10	-	-
ASIA AND THE PACIFIC TOTAL	87	150	30	76	57	74
ARAB REGION						
Algeria	10	16	3	5	7	11
Egypt	6	4	3	3	3	1
Jordan	29	32	12	7	17	25
Morocco	8	17	7	16	1	2
Sudan	1	2	1	2	-	-
Tunisia	12	31	4	16	8	15
ARAB REGION TOTAL	66	101	30	48	36	54
EUROPE AND COMMONWEALTH OF INDEPENDENT STATES						
Croatia	3	4	3	4	-	-
Hungary	3	3	1	1	2	3
Kazakhstan	3	2	3	2	-	-
Kyrgyzstan	17	40	9	32	8	8
Poland	1	3	-	-	1	3
Romania	3	8	2	3	1	5
Russian Federation	10	31	9	28	1	3
Tajikistan	10	25	2	2	8	23
Turkey	3	6	-	-	3	6
EUROPE AND COMMONWEALTH OF INDEPENDENT STATES TOTAL	53	121	29	71	24	50
LATIN AMERICA AND THE CARIBBEAN						
Argentina	5	16	2	8	3	8
Bolivia (Plurinational State of)	4	9	2	5	2	4
Brazil	3	11	3	11	-	-
Chile	1	2	-	-	1	2
Colombia	3	8	-	-	3	8
Guatemala	1	0.3	1	0	-	-

APPENDICES

	TOTAL		WOMEN		MEN	
	NUMBER OF CONTRACTS	WORK MONTHS	NUMBER OF CONTRACTS	WORK MONTHS	NUMBER OF CONTRACTS	WORK MONTHS
Guyana	1	1	1	1	-	-
Haiti	1	1	-	-	1	1
Mexico	8	25	6	21	2	4
Peru	36	50	12	15	24	35
Trinidad and Tobago	1	12	1	12	-	-
Uruguay	3	5	3	5	-	-
Venezuela (Bolivarian Republic of)	2	5	-	-	2	6
LATIN AMERICA AND THE CARIBBEAN TOTAL	69	146	31	78	38	67
TOTAL	399	778	149	334	250	444
(%)	(59)	(58)	(37)	(43)	(63)	(57)

DEVELOPED COUNTRIES						
Australia	16	36	4	10	12	26
Austria	1	1	-	-	1	1
Belgium	5	7	1	0.3	4	6
Canada	20	53	7	19	13	34
Denmark	1	1	1	1	-	-
Finland	1	2	1	2	-	-
France	42	85	18	39	24	46
Germany	26	38	8	9	18	29
Israel	2	2	-	-	2	2
Italy	28	74	9	30	19	43
Japan	2	11	2	11	-	-
Netherlands	18	22	4	10	14	12
New Zealand	1	2	-	-	1	2
Spain	4	10	2	7	2	3
Switzerland	25	71	14	38	11	33
United Kingdom of Great Britain and Northern Ireland	43	84	14	21	29	63
United States of America	37	72	15	28	22	44
TOTAL	272	569	100	224	172	345
(%)	(41)	(42)	(37)	(39)	(63)	(61)

TOTAL	671	1 347	249	558	422	789
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APPENDIX VII

DISTRIBUTION OF CONSULTANCIES BY REGION OF ASSIGNMENT, 2013

			REGION OF ASSIGNMENT						
			TOTAL	INTER-REGIONAL	ARAB REGION	AFRICA	ASIA AND THE PACIFIC	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN
AFRICA	TOTAL	Number of contracts	124	53	-	69	1	1	-
		Work months	260	110	-	148	0.1	2	-
	WOMEN	Number of contracts	29	16	-	13	-	-	-
		Work months	61	35	-	26	-	-	-
	MEN	Number of contracts	95	37	-	56	1	1	-
		Work months	199	75	-	122	0.1	2	-
ASIA AND THE PACIFIC	TOTAL	Number of contracts	87	40	3	2	41	1	-
		Work months	150	80	3	2	64	2	-
	WOMEN	Number of contracts	30	15	1	1	13	-	-
		Work months	76	43	1	1	30	-	-
	MEN	Number of contracts	57	25	2	1	28	1	-
		Work months	74	37	2	1	34	2	-
ARAB REGION	TOTAL	Number of contracts	66	11	53	1	1	-	-
		Work months	101	39	60	2	2	-	-
	WOMEN	Number of contracts	30	7	22	-	1	-	-
		Work months	48	24	22	-	2	-	-
	MEN	Number of contracts	36	4	31	1	-	-	-
		Work months	54	14	38	2	-	-	-
EASTERN EUROPE AND CENTRAL ASIA	TOTAL	Number of contracts	53	32	3	-	-	18	-
		Work months	121	58	8	-	-	55	-
	WOMEN	Number of contracts	29	21	1	-	-	7	-
		Work months	71	42	2	-	-	28	-
	MEN	Number of contracts	24	11	2	-	-	11	-
		Work months	50	17	6	-	-	27	-

				REGION OF ASSIGNMENT					
				INTER-REGIONAL	ARAB REGION	AFRICA	ASIA AND THE PACIFIC	EASTERN EUROPE AND CENTRAL ASIA	LATIN AMERICA AND THE CARIBBEAN
TOTAL									
LATIN AMERICA AND THE CARIBBEAN	TOTAL	Number of contracts	69	32	2	3	-	-	32
		Work months	146	90	10	6	-	-	40
	WOMEN	Number of contracts	31	21	1	1	-	-	8
		Work months	78	65	3	0	-	-	10
	MEN	Number of contracts	38	11	1	2	-	-	24
		Work months	67	25	7	6	-	-	30
DEVELOPED COUNTRIES	TOTAL	Number of contracts	272	163	16	51	32	8	2
		Work months	569	369	36	99	53	12	1
	WOMEN	Number of contracts	100	67	2	23	5	2	1
		Work months	224	160	4	47	11	2	0.4
	MEN	Number of contracts	172	96	14	28	27	6	1
		Work months	345	209	32	51	42	10	1
TOTAL	Number of contracts	671	331	77	126	75	28	34	
	Work months	1 347	746	117	256	118	70	41	
WOMEN	Number of contracts	249	147	27	38	19	9	9	
	Work months	558	369	33	75	42	29	11	
MEN	Number of contracts	422	184	50	88	56	19	25	
	Work months	789	377	84	181	76	41	30	

APPENDIX VIII

SCHEDULE OF VOLUNTARY CONTRIBUTIONS TO THE ITC TRUST FUND RECEIVED IN 2012 AND 2013 FOR TECHNICAL OPERATIONS PROJECTS

DONORS	2012 (US\$)			2013 (US\$)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
African Management Services Coy	-	200 080	200 080	-	-	-
Associate experts – Finland	-	160 505	160 505	-	419 380	419 380
Associate experts – France	-	89 071	89 071	-	189 337	189 337
Associate experts – Germany	-	321 509	321 509	-	72 296	72 296
Australia	-	-	-	-	1 969 800	1 969 800
Belgium	-	245 098	245 098	-	-	-
Canada	949 235	1 244 683	2 193 918	1 034 969	1 477 250	2 512 220
China	-	326 600	326 600	-	150 000	150 000
Denmark	2 373 851	-	2 373 851	2 335 113	-	2 335 113
European Union	-	5 026 237	5 026 237	-	6 443 624	6 443 624
Finland	-	-	-	3 259 452	-	3 259 452
Germany (GIZ)	-	492 228	492 228	-	27 174	27 174
Germany	2 484 472	-	2 484 472	2 607 562	-	2 607 562
Hivos	-	-	-	-	157 734	157 734
ILO	-	55 000	55 000	-	229 092	229 092
Ireland	1 119 403	116 883	1 236 286	1 192 053	-	1 192 053
Japan	-	80 230	80 230	-	80 230	80 230
Kuwait	-	199 175	199 175	-	248 975	248 975
Netherlands	-	4 126 693	4 126 693	-	2 868 347	2 868 347
Norway	2 012 270	-	2 012 270	2 515 091	-	2 515 091
Office of Private Section Relations/Saint Lucia Trade Export Promotion Agency	-	-	-	-	83 622	83 622
OIF	-	49 751	49 751	-	25 134	25 134
PalTrade	-	319 633	319 633	-	-	-
South Africa	-	-	-	-	116 099	116 099
Sweden	4 413 000	-	4 413 000	4 497 600	-	4 497 600
Switzerland	-	1 278 647	1 278 647	-	6 055 303	6 055 303
Switzerland/EIF	-	97 076	97 076	-	140 604	140 604
TPOs	-	-	-	-	40 025	40 025
UNIDO	-	373 134	373 134	-	397 878	397 878
United Kingdom	-	1 871 409	1 871 409	-	-	-
UNOPS	-	-	-	-	27 800	27 800
United States Agency for International Development	-	107 925	107 925	-	230 175	230 175
WTO	-	-	-	-	319 791	319 791
TOTAL	13 352 230	16 781 568	30 133 798	17 441 840	21 769 669	39 211 509

Note: Excludes contributions received under inter-organizational arrangements and revolving funds

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