



ANNUAL REPORT 2006



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This Annual Report should be read in conjunction with its accompanying documents:
the *Summary Review of Technical Cooperation Projects Operational in 2006* (ITC/AG(XL)/210/Add.1), the *Statistical Tables* (ITC/AG(XL)/210/Add.2) and the *Report of the Consultative Committee of the Global Trust Fund* (ITC/AG(XL)/211)

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ANNUAL REPORT 2006

Foreword

Dear Stakeholders,

First of all I wish to thank you for all your support, guidance and the good wishes extended to me since I took over the reins of ITC in early June, 2006. I inherited from my predecessor, Mr. Jean-Denis Bélisle, a healthy and reputable organisation with competent and hard-working staff. I would also like to acknowledge the tremendous work of Mr. Bélisle and his management team in ensuring that there was no gap between the change of administration and that indeed in all cases there was overlap between all the incoming directors and the outgoing team. This was no small feat and credit should go to Mr. Bélisle for the seamless transition to the new management team.

One of the first challenges was to shorten the learning curve of the new Management Team through a transition process that reviewed ITC's work at country, regional and global levels. I have also been fortunate to benefit from the findings and recommendations of the ITC external evaluation report which was completed in late 2005 and which provided an excellent point of departure for ITC's strategic vision as it moves forward. The second half of 2006, which coincided with my first six months in office, were primarily devoted to undertaking a comprehensive inventory of ITC's product and service offer and deeper analysis of key issues raised in the ITC external evaluation report.

Taking all of the information which was gathered through the Transition Process, a key initiative was to begin a change management process to implement many of the recommendations that have come out of the consultations. This has resulted in the preparation of an ITC Consolidated Programme Document (CPD) which provides a complete picture of ITC's programme of work for 2007 and beyond together with expected results. The CPD is of course an evolving document



which will be refined as we move ahead with the change process. I am, however, a firm believer in managing by results and wish to inform you that I will strive to put in place a performance management framework which will help ITC and its stakeholders to assess its performance in a clear, systematic and transparent manner. It is in this context that I am delighted to share with you ITC's Annual Report for 2006 which is based on the guiding principles of the CPD and is an attempt to move towards more dynamic results-based reporting in the future. You will notice that the Report also bears a new look as compared to earlier years and is being distributed to you in a CD version in order to be more cost efficient.

The ITC Joint Advisory Group meeting which will take place at the end of April 2007 will focus primarily on the new ITC and particularly the CPD, but my colleagues and I will be pleased to respond to any queries you may have on the Annual Report.

*Patricia Francis
Executive Director
International Trade Centre*

Contents

Introduction	1
ITC's Role in Aid for Trade	4
Programme highlights by strategic objectives	7
Objective 1: Strengthen the international competitiveness of enterprises	9
Enable enterprises to formulate sound international business strategies	10
Enable enterprises to match supply-side requirements to destination market requirements	11
Enable enterprises to convert commercial opportunities into actual business by strengthening export marketing	13
Objective 2: Develop the capacity of trade service providers to support businesses	15
Enable TSIs to provide services that meet the needs of client enterprises	16
Enable TSIs to formulate and implement export development strategies incorporating business interests	20
Objective 3: Support policy-makers in integrating the business sector into the global economy	21
Enable decision-makers to develop effective trade development programmes and policies	22
Enable decision-makers to establish institutional frameworks and mechanisms that improve the national business and trade environment	23
Enable decision-makers to integrate the business dimension into trade negotiations	24
Corporate Activities	27
Annex I: ITC Technical Cooperation Activities and Projects in 2006, by Country and Delivery Track	33
Annex II: Governance, Oversight and Accountability Mechanisms	59

Abbreviations

4C	Common Code for the Coffee Community
ASEAN	Association of Southeast Asian Nations
ATF	Asia Trust Fund
ATIFTAP	Association of Training Institutions for Foreign Trade in Asia and the Pacific
BLSC	Bangladesh Leather Service Centre
BMS	Business Management System
CAEMC	Central African Economic and Monetary Community
CIS	Commonwealth of Independent States
COMESA	Common Market for Eastern and Southern Africa
COMPITE	Comité Nacional de Productividad e Innovación Tecnológica
CPD	Consolidated Programme Document
DTI	Department of Trade and Industry (South Africa)
EC	European Commission
ECCAS	Economic Community of Central African States
EPRP	Export-led Poverty Reduction Programme
ETPO	European Trade Promotion Organizations
EU	European Union
FDI	Foreign direct investment
GATS	General Agreement on Trade in Services
GTF	Global Trust Fund
GTZ	German Agency for Technical Cooperation
ICO	International Coffee Organization
ICT	Information and communication technology
IF	Integrated Framework for Trade-related Technical Assistance to Least Developed Countries
IFC	International Finance Corporation
IPSM	International purchasing and supply chain management
ISO	International Organization for Standardization
IT	Information technology
ITC	International Trade Centre
JAG	Joint Advisory Group
JITAP	Joint ITC/UNCTAD/WTO Integrated Technical Assistance Programme in Selected Least-Developed and Other African Countries
LAN	Local area network
LDC	Least developed country
MDGs	Millennium Development Goals
MLS	Modular Learning System
MTS	Multilateral trading system
NGO	Non-governmental organization
OECD	Organisation for Economic Co-operation and Development
PACCIA/PACT	Programme for building African Capacity for Trade
SADC	Southern African Development Community
SCM	Supply chain management
SECO	Swiss State Secretariat for Economic Affairs
SISE	Salon International des Services
SMEs	Small and medium-sized enterprises
SWOT	Strengths, weaknesses, opportunities, threats
TPO	Trade promotion organization
TRTA	Trade-related technical assistance
TSI	Trade support institution
UNCTAD	United Nations Conference on Trade and Development
UNIDO	United Nations Industrial Development Organization
UNDP	United Nations Development Programme
UNOG	United Nations Office at Geneva
USAID	United States Agency for International Development
WIPO	World Intellectual Property Organization
WTO	World Trade Organization
WAEMU	West African Economic and Monetary Union

Introduction

A new approach to the Annual Report...

The Annual Report for 2006 attempts to present some highlights of ITC activities in a user-friendly and results-oriented format. The reporting framework reflects the new ITC programme document (better known as the Consolidated Programme Document or CPD). The new format was endorsed at ITC's informal Joint Advisory Group (JAG) meeting in late 2006 and is expected to provide the basis for strategic planning, resource mobilization, monitoring and reporting in the future. It should, however, be noted that 2006 was a transition year, and therefore this report is only a step in the direction that ITC wishes to take in the future with regard to corporate reporting. The report style should therefore be regarded as work in progress rather than a finished product.

...against a changing global trade landscape

The landscape of global trade and the world of trade-related technical assistance (TRTA) underwent significant changes in 2006. World merchandise trade expanded at a rapid pace in 2006. Volume of world exports grew by more than 10% up from 7.4% in 2005 while the value increased by about 16%. Developing countries and LDCs showed a strong performance with average growth rates of 6.5 and 7% respectively. However, despite the general good performance, the share of LDCs in world trade remained under 1% as they remained exposed to commodity price fluctuations, high oil prices and a possible weakening of economies in developed countries¹. Overall, it may be said that although 2006 did not bring about any major shifts in shares in world trade for developing countries and particularly LDCs, there were significant changes in terms of opportunities for greater market access, moving up the value chain, finding niches and fostering innovation in developing countries and LDCs. It was also a year in which the TRTA environment was significantly influenced by key initiatives such as the work to develop the Enhanced Integrated Framework (Enhanced IF) and the discussions on Aid for Trade. ITC was an active participant in fostering further reflection under these initiatives, with an ITC staff member being seconded to the Enhanced IF Transition Task Force. ITC was also approached by the task force to submit a proposal to host the new Enhanced IF secretariat and/or administer and manage the Enhanced IF Trust Fund.

A new senior management team was put in place...

Following an intensive and rigorous selection process, a new ITC senior management team was constituted. ITC successfully implemented its succession plan, with half of the senior posts being held by women, and balanced representation of developing and developed countries, thereby meeting two of the key goals of human resources planning in the United Nations. Smooth implementation of the succession was helped by the timely completion of the selection exercises and the provision of a period of overlap between all outgoing and incoming staff. This was accomplished through the efforts of the former Executive Director, J. Denis Bélisle, and his senior management team, who made it their mission to hand over the organization to the new management as seamlessly as possible. They were supported in this effort by the leadership of the World Trade Organization (WTO) and the United Nations Conference on Trade and Development (UNCTAD), ITC's parent bodies. The new members of the senior management team bring with them a diverse set of skills and experience, all of which have been very useful in working to renew the organization and transform it into a renowned centre of technical assistance and a highly efficient and reputable provider of TRTA.

¹ United Nations. Department of Economic and Social Affairs (DESA), Development Policy and Analysis Division (DPAD) World Economic Situation and Prospects 2007, Executive Summary.

...and a change management process was initiated

One of the first challenges for the new senior management team was to initiate a change management process with a view to steering the organization to greater heights and making it a centre of technical excellence. The recommendations of the ITC external evaluation which had been sponsored by a group of donors provided a good point of departure for the transition process which lasted till the end of the year. A number of thematic working groups of ITC staff were set up to review the main findings and recommendations of the evaluation report and to make suggestions for implementing its recommendations. The groups reviewed subjects as diverse as ITC's mission and vision, results-based management, the relationship with ITC's parent bodies, ITC's tools and services, and ITC responses to the MDGs, as well as ITC's country focus and performance standards. The valuable results of the work performed by the teams were used as the base from which ITC will establish a new business model, aiming to bring maximum value to its clients by setting targets in conjunction with its clients and establishing agreed monitoring and evaluation criteria with its stakeholders.

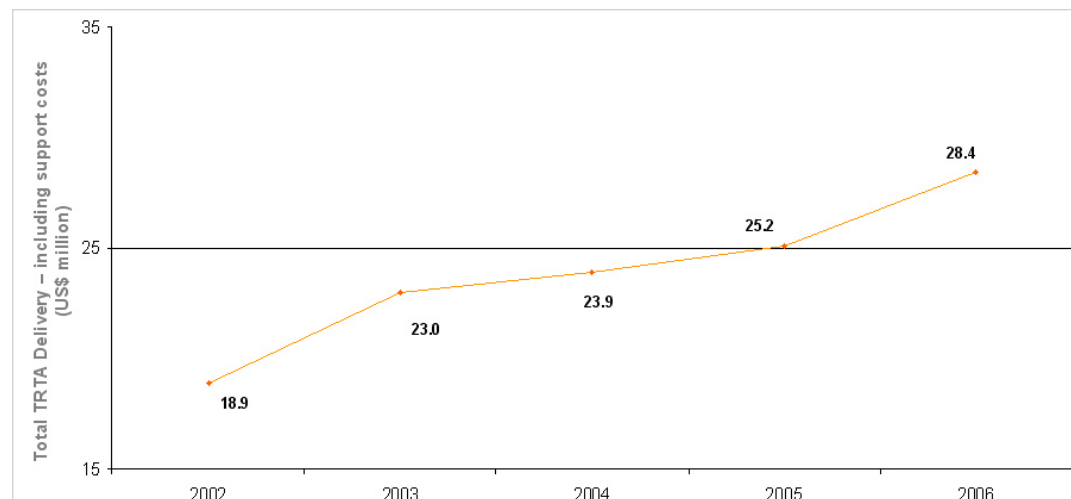
...with a focus on consolidated programming and results

The preparation of a consolidated programme reflecting the entirety of ITC's programme of work was a key step in bringing about greater coherence in the organization's work and establishing a clearer focus on results. The approach and the associated draft CPD were presented at the informal JAG and endorsed at the informal JAG by ITC's stakeholders. A road map was put in place to define regional strategies for the five regions in which ITC delivers its technical assistance. ITC stakeholders welcomed this new approach based on intensive consultations with both Geneva- and capital-based representatives. The CPD provided a framework for presenting ITC's plan of work, key outputs and results as well as resource allocations in a systematic, logical and holistic way.

Delivery of technical assistance increased...

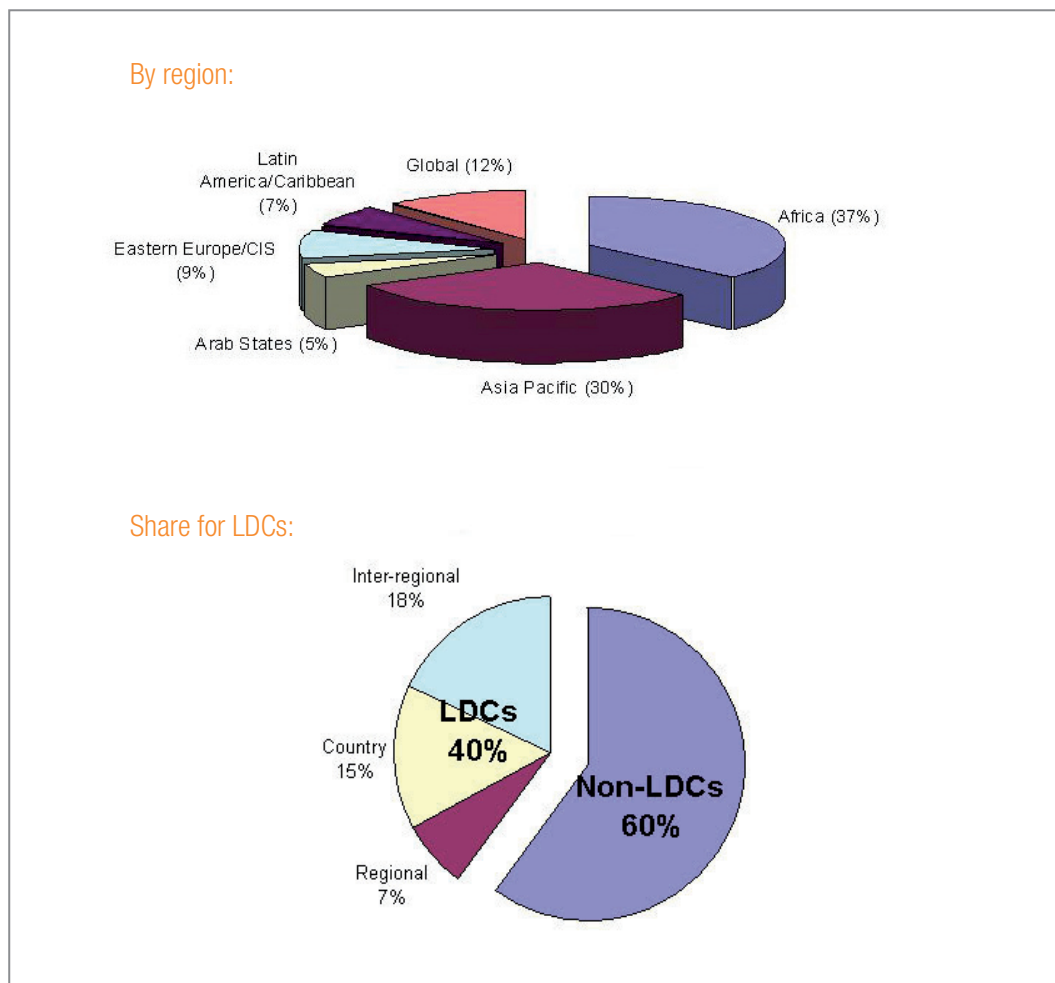
Despite the fundamental changes at ITC and the considerable time and effort invested by staff in moving the change management process forward, delivery of technical assistance increased by approximately 15% and amounted to US\$ 25.3 million.²

Growth: 2002-2006



Assistance was provided to 153 countries under ITC's global, regional and country track. Africa remained the main recipient of ITC's assistance: the share of total resources devoted to Africa increased from 33% to 37%. The share of assistance going to LDCs also increased, from 37% to 40% of total ITC delivery. A full inventory of ITC activities in 2006 by country can be found in Annex I.

Delivery in 2006: US\$ 25.3 million



With Aid for Trade expected to provide the overarching framework for the coordination and delivery of TRTA in the future, ITC's CPD approach made a conscious effort to align its work programme to the needs and requirements of client countries under the Aid for Trade architecture.

At a Glance

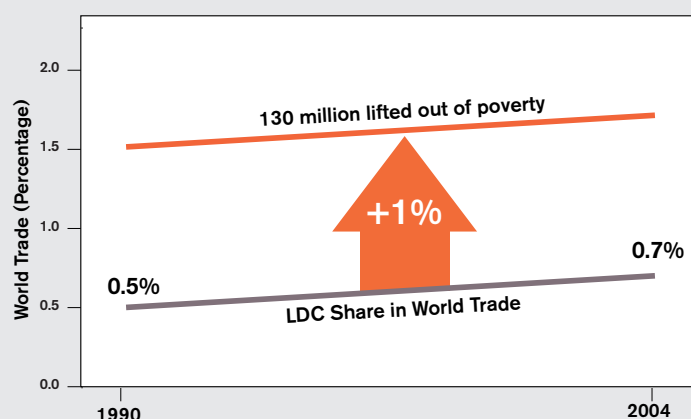
ITC's Role in Aid for Trade

Why Aid for Trade is important

Developing countries cannot take advantage of market access agreements if they do not have competitive goods and services to export. They need assistance in building the capacity to trade in challenging world markets.

The world's 50 poorest countries have only a 0.7% share in world trade. By increasing the share equitably (among all LDCs) by just 1%, 130 million people could be lifted out of poverty.

Why Aid for Trade is important



What does Aid for Trade cover?

The trade community agrees that Aid for Trade is essential. Countries need a holistic approach to develop their trade capacity in a sustainable and focused manner. This encompasses four broad lines:

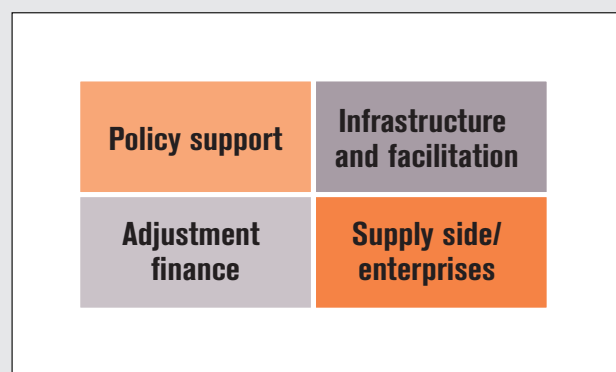
Policy: Advice to governments on domestic strategies to support export development and positions for bilateral and multilateral trade negotiations.

Infrastructure: Improvement of roads, ports, utilities and other infrastructure necessary for trade.

Adjustment finance: Compensation for tariff reductions, preference erosion and the cost of conforming to international standards.

Supply-side: Help firms and industry sectors develop the skills and capacity to be competitive in global markets.

What does Aid for Trade cover?

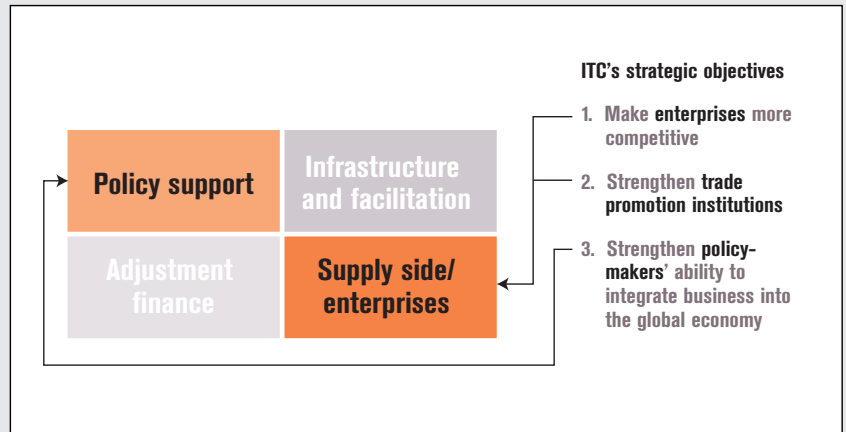


ITC's role

ITC addresses policy and supply-side assistance needs of developing countries. Its primary aim has always been to build the trade capacity of firms and industry sectors. Since the advent of the Doha Development Agenda, ITC also provides policy support.

ITC's three strategic objectives reinforce this commitment to trade development.

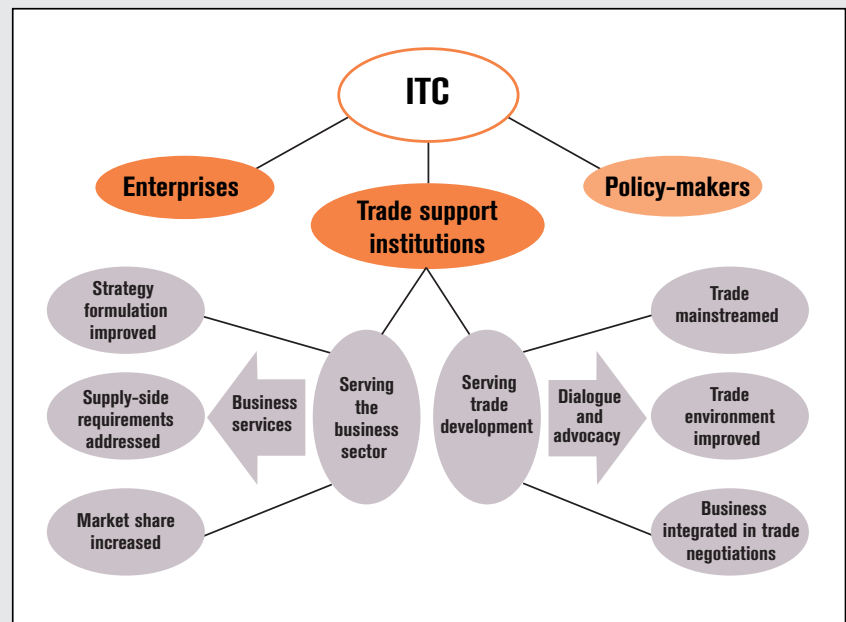
ITC's role: Supply side, policy support



In practice: ITC's Aid for Trade

ITC works with enterprises, trade support institutions and policy-makers. A majority of ITC assistance goes to trade support institutions to help them provide services to business communities, on the one hand, and to improve dialogue and advocacy of trade issues with policy-makers, on the other. The aim overall is to mainstream trade in national development policies and to boost international market share for a country's firms.

In practice: ITC's Aid for Trade



Guiding principles

Country ownership, measurable impact and coherence between assistance providers are guiding principles for ITC.

Country ownership

- National stakeholders involved
- Trade mainstreamed into other development dimensions

Measurable impact

- Clear set of objectives and indicators
- Transparency and accountability

Coherence between providers

- Focus on comparative advantages
- No work in isolation

Programme highlights by strategic objectives

Objective 1: Strengthen the international competitiveness of enterprises

Challenges

With the multilateral trading system (MTS) making globalization a reality, exporters and especially small firms face growing challenges which they are compelled to address if they are to survive in a fiercely competitive business environment. Such challenges range from overcoming supply-side constraints (production, packaging, standards requirements, trade finance) to acquiring vital trade information and market intelligence to take advantage of market trends and market access opportunities. Small exporters in developing countries and transition economies also find it difficult to integrate into regional and global value chains, which are essential for their survival. This presents a direct and immediate threat, and they require assistance to address these challenges.

ITC's response

ITC provided targeted assistance to exporting enterprises under ongoing country programmes or in response to requests from its clients. Enterprises received support in developing export plans, improving product quality and packaging, obtaining greater access to trade finance, acquiring market analysis skills, making more efficient use of information and communication technology (ICT) particularly in marketing (establishment of websites, e-commerce), and in getting direct contact with buyers (through participation in trade fairs, buyers–sellers meetings and market familiarization visits).

Examples of assistance at enterprise level	Examples of country and regional coverage
Improving market analysis skills	Brazil, Nigeria, Oman
Improving business development skills	Bolivia, El Salvador, Philippines
Enhancing export value	Bangladesh, Indonesia, Lesotho, Malaysia, Sri Lanka
Optimizing supply chains	Central Asia, Mauritania, Senegal, Sri Lanka
Developing innovative marketing skills	Ethiopia, Ghana, Kenya, Uganda
Creating business linkages	East Africa, Southern Africa, West Africa

Objective 1: Strengthen the international competitiveness of enterprises

1.1 Enable enterprises to formulate sound international business strategies

Result area

Market analysis skills improved:

Enterprises' awareness of export market requirements enhanced and capacities to identify niche export markets increased.

Trade information and market analysis

Mapping high export potential products. By the end of 2006, the Product Map sector-based information portal had built a direct client base of 23,400 registered users, plus an estimated 90,000 users through local hubs, including partnerships with BrazilTradeNet, Team Canada, the Omani Center for Investment Promotion and Export (OCIPED) and the ASEAN secretariat. The total number of unique visitors to Product Map in 2006 reached 230,000. Some 80 countries have at least one focal point disseminating access to the tool.

Making coffee trade sustainable. The Common Code for the Coffee Community, referred to as 4C, is a set of 30 principles which guide all actors in the coffee sector on economic, environmental and social sustainability. The 4C Association invited ITC to participate in its workshops because ITC's Coffee Guide website contains a significant amount of neutral and practical guidance on coffee trade which fits well into the principles of 4C. The Coffee Guide website (www.thecoffeeguide.org) was demonstrated at several 4C coffee workshops for producers, processors and exporters of coffee in Africa and Asia. 4C is supported by the International Coffee Organization (ICO),

the German Agency for Technical Cooperation (GTZ) and the Swiss State Secretariat for Economic Affairs (seco) as well as many coffee producer associations, several leading coffee trading houses and coffee roasters (www.sustainable-coffee.net)

Analysing market opportunities. ITC training activities to improve the way information is used increasingly involved the participation of private-sector sector associations as well as enterprises, notably through trade information workshops, networking events and workshops on producing market profiles.

Boosting enterprises in the services sector. In response to the needs expressed by SMEs participating in ServiceExportNet, new training materials and information products were developed to highlight the latest trends in key service subsectors. For example, ITC published a guide to financing service exports, finance being a major obstacle for service exporters given the lack of assets usually associated with them. The Nigerian Network of Women Exporters of Services was also launched to foster collaboration and partnerships among women entrepreneurs. Nearly 300 women attended the launch and subsequent workshops, a clear sign that there was a gap in provision.



Coffee company "Café Monte Sión", El Salvador

Business development skills improved:

Enterprises' capacities built in business planning, financial control and export management.

Result area

Export enterprise management

Using ICT in business. 13 PM Enterprises is an established manufacturer of leisure, educational toys and games based in Quezon City, Philippines. ATIFTAP, ITC's regional training hub for Asia-Pacific, helped 13 PM Enterprises to expand internationally by diagnosing its needs using the software tool E-SME. The analysis found that poor inventory control and cramped quarters were hampering the company's development. ITC helped the company establish a web presence (www.13pment.com) under the E-Trade Bridge Programme. As a result, the enterprise now successfully exports to the United States, Malaysia and Singapore and has generated over 150 qualified inquiries and 80 new orders, representing a sales increase of 250%.

Enhancing entrepreneurship. Three years after ITC's assistance, Universidad Privada Boliviana in Bolivia is using ITC's methodology and tools to offer four academic courses,

train SME managers as part of a USAID financed project, and participate in community development projects aiming to reduce poverty. In El Salvador, COMPITE's Entrepreneurship Programme is in its second year with a student class of 60 SME managers. These students are studying general management based on ITC's Business Management System (BMS), as well as the management of financial resources. Those that graduate from the programme have secure access to a credit line from a financing institution. COMPITE partners with government institutions and non-governmental organizations (NGOs) to run this programme.

1.2 Enable enterprises to match supply-side requirements to destination market requirements

Export value enhanced:

Enterprises' capacities built in diversifying products and adding higher value.

Result area

Product enhancement

Improving quality. A workshop was organized in Lesotho on the requirements for quality and safety of fruits and vegetables, with particular emphasis on mushrooms. In Malawi assistance was provided to 8 companies to establish quality management systems (ISO 9001) and to 12 companies to set up Hazard Analysis and Critical Control Point systems (HACCP). A workbook was launched in collaboration with the International Organization for Standardization (ISO) to help service

enterprises to implement the ISO 9001:2000 quality standard.

Matching European Union (EU) requirements. Selected enterprises in the fisheries sector in Indonesia received assistance to understand and meet the food safety requirements of the EU market, while in Malaysia the training needs of enterprises in the fisheries sector were assessed.

Objective 1: Strengthen the international competitiveness of enterprises

Upgrading packaging. ITC assisted the packaging services industry of Sri Lanka to develop a plan to meet the changing needs of its main export clients in the fresh and processed foods, teas and spices sectors. By bringing clients and service providers together to examine their packaging needs along the value chain, new cost-effective solutions were developed. A strategy to implement the solutions was prioritized, and is being implemented by the Sri Lanka Institute of Packaging.

Rationalizing product design, development and processing. In Bangladesh, integrated production and marketing assistance was provided to 10 selected tanneries. The supply-side upgrading helped companies move up the added-value chain (from crust to finished leather) by rationalizing processes, improving

the quality and quantity of output, reducing environmental impacts, and developing new products. Development plans were prepared for each tannery to sustain the benefits.



Packaging plant, Senegal

Result area

Supply chains optimized:

Enterprises' capacity to effectively manage supply chains improved.

Supply chain management (SCM)

Integrating international value chains. In Sri Lanka, ITC helped the clothing industry to take over additional value chain responsibilities to attract new, demanding buyers in the French, German and Indian markets. Selected companies were exposed to market and buyer requirements and were able to adapt their products to satisfy supply-side requirements. As a result, export orders amounting to over US\$ 900,000 were placed with French buyers, and a first order from an Indian buyer was worth US\$ 75,000. Moreover, German buyers confirmed new orders for 2007.

Boosting agribusiness. Fruit and vegetable processing enterprises of Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan were assisted to upgrade their processing facilities, produce new offers and design marketing plans to penetrate new markets. In cooperation with local business service providers, and through detailed SWOT analyses, companies improved safety and international quality standards, packaging and sourcing practices, and commercial marketing activities, and realized cost improvements. As a result, enterprises accomplished additional sales, in particular, in

the Russian and Afghan markets, and enlarged their supply sources.

Managing supply chains. In Senegal, manufacturers of cereal products and an organic honey cooperative representing more than 5,000 small honey collectors were coached in developing new product ranges and market approaches. As a result, enterprises developed new lines of health foods and natural cosmetics that are becoming increasingly popular with affluent West Africans and visitors. After working together with producers of food products and suppliers of packaging services, enterprises uncovered profitable new market segments when they discovered that there was a large demand for simple, low-cost packaging for poorer households in the region.

Adding value to exports. Tanneries in Mauritania succeeded in developing a new line of camel skin exports to Pakistan, achieving additional sales of 60 tons or US\$ 150,000, after ITC brought together international buyers and tannery owners to turn former waste products into value-added exports.

1.3 Enable enterprises to convert commercial opportunities into actual business by strengthening export marketing

Innovative marketing skills developed:

Marketing of enterprises' products and services improved, through design and product development and e-commerce.

Result area

Marketing and e-business

Innovating through e-marketing. ITC research shows that buyers increasingly source organic and natural products through the Internet. However, suppliers in developing countries often lack the expertise to use the Internet to reach potential overseas buyers. Over a series of workshops in Ghana, Kenya and Uganda, SMEs and trade support institutions (TSIs) received training on how to use the Internet to find and interpret market information. They were also coached on website building and maintenance. A number of companies have subsequently developed their own websites. In Ghana, new business worth US\$ 75,000 was generated as a direct result. In Uganda and Kenya, sector associations have redesigned their websites to increase the visibility of their company members on the Internet.

Promoting ethical fashion. During 2006, ethical fashion emerged as a new niche where consumers seek to incorporate social values and enjoy a clear cultural specificity. Through cooperation between ITC, the United Nations Industrial Development Organization (UNIDO) and 12 small producers of leather goods, a

luxury collection of fashion accessories was created in Ethiopia under the brand name of Taytu. UNIDO assisted in creating the initial collection and ITC supported Taytu in promoting and marketing the collection, building the image of the brand, contacting the main customers of the segment and displaying the collection in the most exclusive exhibitions for fashion accessories (Première Classe and The Box) in Paris in autumn 2006. Immediate orders worth US\$ 25,000 were placed. Taytu received feedback directly from the market and has responded with a detailed work-plan to introduce new products in 2007/2008.



Ethical fashion, Ethiopia

Business linkages created:

International and regional trade opportunities created for enterprises through enterprise matchmaking and networking activities.

Result area

Enterprise matchmaking

Connecting buyers and sellers: ITC organized a series of buyers sellers and matchmaking events which allowed SMEs to promote their products and services within the context of existing regional trade agreements, thereby creating regional value chains for global competitiveness. In 2006, 750 SMEs and

416 business associations across the globe explored business partnerships during 14 buyers-sellers meetings and matchmaking events. These events generated new business worth an estimated US\$ 32.5 million in aid relief items, cotton, food products, leather, pharmaceuticals and services. SMEs were also

Objective 1: Strengthen the international competitiveness of enterprises

given training on aid procurement procedures, trade information and quality management to enable them to prepare for their meetings with potential trading partners.

Boosting African leather: The Meet in Africa 2006 event, held in Cairo, Egypt, was organized by Egyptian institutions Expolink and the leather-related trade chambers. This fulfilled ITC's ambition to make the exhibition an African-owned event after the completion of the ITC programme in 2004. ITC provided technical experts while seco supported the participation of African enterprises. The exhibition received over 6,000 visitors, with Egyptian exhibitors alone reporting anticipated sales of approximately US\$ 50 million.

Exporting African cotton: Recognizing the growing demand for cotton by the Asian textile industry, ITC cooperated with the governments of China and India to assist 48 selected African cotton suppliers to learn how to penetrate these

markets. In China, a 20-day cotton-training programme for West African cotton exporters from Benin, Cameroon, Côte d'Ivoire, Mali and Togo was organized by the Ministry of Commerce. In India, ITC cooperated with the Ministry of Textiles and the Ministry of External Affairs to implement a similar training for East African cotton producers from Ethiopia, the United Republic of Tanzania, Uganda and Zambia. African participants learned first hand the quality requirements of the Asian textile industry, and Chinese and Indian textile manufacturers gained a clearer picture of the potential for importing African cotton. Follow-up activities are planned for 2007.

Objective 2: Develop the capacity of trade service providers to support businesses

Challenges

Trade support institutions (TSIs), or business development service providers as they are often called, play a key role in assisting SME exporters in developing countries to improve their business performance. They provide a range of support services aimed at making the exporting enterprise become internationally competitive. TSIs in developing countries are confronted with serious challenges. First and foremost among them is the capacity building challenge: the TSIs themselves need to stay abreast of the latest developments in trade promotion to be able to provide relevant services to their clients. This is often not the case as such institutions lack both human and financial resources needed to remain at the cutting edge of trade promotion. Among TSIs, it is the trade promotion organization (TPO) that is often faced with the largest capacity building needs, given the diversity of trade promotion services it is expected to provide and the generally low human and financial resources at its disposal.

Network building presents a further challenge in the developing country context. At a time when enterprises need support from a large number of different TSIs (chambers of commerce, sector associations, standards bodies, packaging institutions, finance institutions, etc.) it is imperative to bring such TSIs together as part of a network to enable them to provide mutually reinforcing and complementary services. Finally, TSIs, and particularly TPOs, need to overcome the empowerment challenge whereby they are empowered to play an active role in shaping the business environment and take part in dialogue with government on key business issues. Often, TSIs are fragmented in their approach to government and do not speak with one voice.

ITC's Response

ITC responded by building trade capacity in a large number of TSIs. Standards bodies acquired international accreditation, packaging institutions were strengthened, trainers in business management and in supply chain management were trained, and advisory services were provided to trade promotion organizations and capacities built within them. These included the development of market analysis and trade information management skills, export strategy design and implementation skills, and skills in bringing the enterprise to the market.

Assistance provided at TSI level	Examples of country/regional coverage
Strengthening operational capacities	Liberia, Malawi, Namibia, Russian Federation, United Arab Emirates
Building trade analysis capacities	Burkina Faso, Burundi, Ethiopia, Ghana, Lao People's Democratic Republic, Mali, Mozambique, Viet Nam, Zambia, CAEMC, WAEMU, Latin America
Building advisory capacities	Bangladesh, Burkina Faso, Ethiopia, India, Kyrgyzstan, Lesotho, Malawi, Malaysia, Mali, Mozambique, Niger, Nigeria, Philippines, Senegal, Sri Lanka, Tajikistan, Uzbekistan, Viet Nam, ASEAN
Identifying regional trade opportunities	Burundi, Ethiopia, Kenya, Niger, Rwanda, Sudan, United Republic of Tanzania, Uganda
Developing strategies and implementation plans	Bangladesh, Cambodia, Democratic People's Republic of Korea, Malawi, Mali, Mauritania, Paraguay, Senegal, Zambia

Objective 2: Develop the capacity of trade service providers to support businesses

2.1 Enable TSIs to provide services that meet the needs of client enterprises

Result area

Operational capacities strengthened:
Institutional effectiveness of TPOs improved.

TPO strengthening

Training trainers. ITC organized 53 workshops, seminars and training courses resulting in over 250 new trainers trained in 20 countries. The network of certified member institutions was strengthened and made financially sustainable, including 10 new partner institutions which delivered business management training programmes.

Developing training materials. In response to demands from field partners, 21 new tools, training materials and reference publications were developed, updated and grouped into 6 kits for ease of use. Practical guides such as Trade Secrets: The Export Answer Book for SMEs were customized in Malawi and the United Arab Emirates.

Diagnosing needs to propose tailored action plans. Diagnostic missions to Liberia and Namibia to help revive or refocus export development (as part of a larger Multilateral Investment Guarantee Agency/World Bank initiative). Work was completed on an

appropriate legal and operational structure for the new Sierra Leone Investment and Export Promotion Agency (SLIEPA) which is expected to receive parliamentary approval and become operational in 2007. ITC continued to advise and encourage the authorities in Moscow and Dubai in their efforts to establish TPOs.

Connecting trade support institutions: ITC provided support for the Sixth World Conference of TPOs and the Second World TPO Awards, now rescheduled to Buenos Aires, Argentina, for March 2007. The TPO conference remains the most important biennial opportunity for chief executives and other senior TPO officials to meet and exchange information and views on issues of global importance to these institutions. ITC was an active participant at regional TPO network meetings in the Caribbean and Europe: at the Seventh Forum of TPOs of the Greater Caribbean and at ETPO 48. Operating with limited resources, ITC has continued to upgrade and promote the TPONet website (www.tpo-net.com).

Result area

Trade information services and market analysis capacities built:
TPO capacities to analyse and disseminate trade and market information enhanced.

Trade information and market analysis: customized tools and services for TSIs

Advising and training TSIs to meet client needs. ITC contributed to the strengthening of TSI information services in Burundi, Ethiopia, Ghana, Mali, Mozambique and Zambia in Africa and in the Lao People's Democratic Republic and Viet Nam in Asia. ITC's Trade Information Reference Centre continued to provide its inquiry reply service to TSIs from

partner countries and developed a new strategy to ensure it continues to meet the needs of its clients.

Customizing business information software: Based on the experience of establishing national and regional networks, a business information portal system is being developed.

It will enable partner TSIs to launch database-driven websites offering access to business information sources, company information and business opportunities. In Burkina Faso and Mali, mobile telephony has been employed in partnership with the national telecommunications provider and business organizations to relay the latest European price information to horticultural exporters.

Using databases and market analysis tools. ITC continued to improve its market analysis tools: Investment Map combined with Foreign direct investment (FDI) data at the sector level; TradeMap with bilateral trade data at tariff-line level for 90 countries; and MacMap with tariff measures applied by 178 countries. More than 75 institutions from different countries are now using and distributing the tools, and the usefulness of TradeMap was recognized in a 2006 Organisation for Economic Co-operation and Development (OECD) paper on trade-related assistance.

Building regional networks. Within the context of the project to expand intraregional and interregional trade among Central African Economic and Monetary Community (CAEMC)

and West African Economic and Monetary Union (WAEMU) countries, the construction of a regional network of TSIs continued. The concept of a similar network for Indian Ocean Commission (IOC) member countries was initiated at a regional forum and will be pursued in 2007.

Drawing on Latin American trade information specialists. Following a highly interactive international trade information workshop held in Quito, Ecuador, for over 50 delegates, the participating organizations from Latin America have initiated a regional network of trade information specialists. The participants realized the benefits of sharing experience and knowledge on subjects such as: customer relations management, quality control and monitoring systems; effective management of information inquiries; retrieving and sharing relevant information with Web 2.0 tools; and developing effective training programmes for TSI information services and their users, Bancomext's virtual training portal being taken as a good example in this area.

Advisory capacities built:

TSI support services improved on quality assurance, standards conformity, packaging, trade finance and law, and value chain development activities.

Result area

TSI provision of other support services

Improving access to trade finance. A new tool to assess the entrepreneurship potential of SMEs and relevant training programmes provided an opportunity for SMEs to access scarce resources which would otherwise not have been made available to them. In India, the EXIM Bank of India set aside a US\$ 11 million budget to be extended as loans contingent upon enterprises first undergoing a customized enterprise assessment based on ITC tools and methodologies. During the pilot programme, 65 SMEs which would not otherwise have been eligible are now being considered for support. In Bangladesh, with strong backing from ITC, the design of a dedicated line of credit for small and micro entrepreneurs involved in the leather sector was accepted in principle by local finance institutions, on the basis of a letter of

comfort from the Bangladesh Leather Service Centre (BLSC). This will go a long way to ease access to finance for SMEs in this priority sector.

Assuring quality. To help countries demonstrate their compliance with stringent international market requirements, particularly those related to agro-industry products, ITC placed emphasis on improving the capability of local quality assurance service providers to be recognized internationally. The Malawi Bureau of Standards was helped to upgrade its ISO 9001 certification scheme. Needs assessment was carried out in several testing laboratories in Bangladesh, Malawi and Tajikistan, and an action plan was prepared for their improvement towards obtaining international accreditation.

Objective 2: Develop the capacity of trade service providers to support businesses

ITC assisted the Coffee Liquoring Unit in the Ministry of Agriculture and Rural Development in Ethiopia to establish seven coffee quality laboratories in coffee-producing areas.

Establishing national accreditation bodies. Following ITC's advice, the Government of Kyrgyzstan has set up a national accreditation body. This is a major shift from its inherited Soviet-era quality infrastructure, in which activities related to standardization, conformity assessment, metrology and accreditation were bundled under a single body, and brings Kyrgyzstan into line with the recognized international practice of keeping the accreditation function and conformity assessment bodies separate in order to avoid a conflict of interest.

Boosting the sectors of fisheries and cosmetics. ITC also provided assistance to the fisheries and cosmetics sectors. Training was provided to fisheries inspectors in Indonesia and a needs assessment was done for the fisheries authority in Malaysia with a view to improving its capability. A tripartite review meeting in the Philippines emphasized that assistance provided by ITC had improved the ability of the competent authority for fisheries to satisfy EU requirements. Training was provided to more than 250 officers from regulatory bodies in selected ASEAN countries to upgrade their skills for implementing the ASEAN Harmonized Cosmetic Regulatory Scheme, scheduled to be effective from 2008.

Strengthening commercial arbitration and mediation centres. ITC's 'Chamonix II' Symposium on Managing Commercial Dispute Resolution Centres was attended by managers of 72 arbitration and mediation institutions from

60 countries. A highlight of the symposium was the announcement by the 26 African institutions present of the creation of the first Pan-African Arbitration and Mediation Association. As a follow-up, African arbitration institutions met in Southern and West Africa. They discussed ways to encourage the resolution of commercial disputes in Africa, thus saving costs and enhancing Africa's legal community. All participants in these events were self-financed.

Managing international supply chains. Fifty-one new institutions joined the global network under ITC's Modular Learning System in International Purchasing and Supply Chain Management (MLS-IPSCM), bringing the total to 126 organizations in 46 countries supported by 900 trainers. In 2006, these organizations trained SCM staff from more than 3,000 enterprises in the developing world. The MLS-IPSCM-based professional certification programme also expanded, with 3,300 professional exams taken in 2006 – an increase of 70% over the previous year. An MLS-IPSCM Round Table for Africa was organized jointly in Johannesburg by ITC and South Africa's Industrial Development Corporation (IDC), bringing together 30 participants from 15 African countries and leading to an action programme to develop SCM training throughout the region. ITC's Export-led Poverty Reduction Programme (EPRP) also advised TSIs in 12 countries on training disadvantaged producers on supply chain and export quality management, and on positioning products that can be provided by poor communities.

Training trainers in enterprise management. As a result of hosting an E-Trade Bridge workshop, the Uzbekistan Chamber of Commerce and Industry agreed to launch an International Institute in cooperation with ITC. The United Nations Development Programme (UNDP) will cofinance the project, which will enable the chamber to train Uzbek trainers using Enterprise Management Development Section (EMDS) tools and methods. The trainers trained will be deployed in Tashkent and Samarkand in Uzbekistan, to begin with, and eventually will cover the entire Central Asian region.



Arbitration symposium, Chamonix, France

Developing packaging services: Focusing on sub-Saharan Africa and Asia, ITC's packaging programmes covered a wide range of activities, including capacity building of the national and regional packaging supply chains in Bangladesh, Nigeria, Senegal, Sri Lanka and Viet Nam, and the start of an in-depth audit of the packaging supply chain capabilities in more than 10 countries of the sub-Saharan region. ITC organized in Geneva the first global experts' conference on packaging education and the first experts' forum on packaging waste

management, both for developing countries. Advisory services were provided to exporters in Lesotho, Mali, Mozambique and Central Asia. A regional sector meeting on oilseed packaging for exports (Burkina Faso, Mali, Niger) also took place during the year. In Senegal, ITC assisted the packaging TSI to develop its own strategy and implementation plans to provide direct service support to priority growth sectors, such as processed foods, under the Government's Stratégie de croissance accélérée (SCA).

Regional trade opportunities identified:
Intraregional trade promoted through TSIs.

Result area

Intra-regional trade promotion

Cashing in on regional trade opportunities.

ITC enhanced the capacity of TSIs to identify and disseminate information on trade and investment opportunities and their ability to assume greater responsibilities for regional trade development. TSIs gained a sound insight into sectors with potential for regional trade and identified commercial opportunities. Under ITC's guidance, 40 TSIs in Africa, Asia and Latin America carried out supply and demand surveys on food, pharmaceuticals and aid relief items, and identified key enterprises operating in these sectors. Together with specialists in humanitarian aid procurement, TSIs in Burundi, Ethiopia, Kenya, Rwanda, Sudan, the United Republic of Tanzania and Uganda conducted audit and advisory missions to assess companies' supply capacities for the aid procurement market.

Integrating Niger into intraregional trade. Upon request of the Niger Chamber of Commerce, Agriculture and Industry (CCAIA), an ITC training workshop helped representatives of TSIs and private-sector organizations to build on ITC's knowledge and experience in organizing buyers-sellers meetings and trade fairs. Participants applied the concepts learned to improve the organization of the forthcoming International Trade Fair on Livestock and Leather products (Niamey, September 2007). They prepared an action plan and designed a company profile form aimed at identifying trade complementarities among participating

companies to facilitate the preparation of individual appointment schedules. Participants appreciated the assistance and recommended the continuation of this support.

Promoting service coalitions. The largest ever 'Bridges Across Borders' event, for services industry associations in the transportation, construction and financial services sectors, was organized for 300 participants from 15 sub-Saharan African countries. Partnerships were developed with the Southern African Development Community (SADC), the Common Market for Eastern and Southern Africa (COMESA) and the South African Department of Trade and Industry (DTI). This resulted in numerous interregional projects being planned among participants in these key sectors. A similar event was organized in Peru with the participation of over 60 associations from 6 South American countries. This resulted in a cooperation agreement to organize trade missions being signed between six ICT associations.

Objective 2: Develop the capacity of trade service providers to support businesses

2.2 Enable TSIs to formulate and implement export development strategies incorporating business interests

Result area

Strategies and implementation plans developed:

TSI capacity developed to contribute effectively to the formulation and implementation of export strategies.

Sector export strategies for products and services

Acquiring value chain diagnostic techniques.

ITC trained TSIs from Bangladesh, Cambodia and the Democratic People's Republic of Korea to organize and manage multi-stakeholder workshops to evaluate sector export performance and to devise solutions. Outputs from subsequent ITC-supported workshops (managed by the TSIs) contributed to planning the design and implementation of sector strategies for the silk, leather and light engineering sectors. Multi-year project funding for their implementation has been arranged.

a dozen national institutions during the year. Eight country TSIs in particular (Bangladesh, Cambodia, Malawi, Mali, Mauritania, Paraguay, Senegal and Zambia) have already successfully managed to integrate the outputs of multi-stakeholder sector strategy design activities with national policies, economic development programmes (diagnostic trade integration studies, poverty reduction strategies, policies and programmes, and national export plans) and strategies to increase their development impact.

Developing strategy design and implementation techniques. Working alongside TSIs, and in collaboration with government agencies and business stakeholders, ITC transferred its know-how in strategy design and implementation management to more than

Objective 3: Support policy-makers in integrating the business sector into the global economy

Challenges

Export success also depends on the 'policy supply side'. The private sector (and particularly medium, small and micro enterprises seeking to export goods and services) requires not just legitimacy and recognition, but also a favourable and supportive environment. This has been an essential condition for all successful exporting countries, without exception, and this strategic objective is concerned with helping to foster that favourable environment.

In the export field, productive public–private alliances are the result of many factors. A fundamental condition is an awareness by governments of the needs of the private sector and a clear political commitment to export promotion. Policies play a crucial role. A supportive policy environment can come only from the close interaction of the private and public sectors through processes of dialogue and institutionalized consultation. Governments also determine many other conditions conducive to export success, including trade-related infrastructure, fiscal regimes and legal frameworks.

ITC's Response

ITC supports policy-makers in working to facilitate the export business environment. Using a well-trying methodology, ITC has assisted a growing number of countries to develop full-fledged national export strategies, which are compatible with national planning frameworks and with diagnostic trade integration studies (DTISs), where applicable. These strategies are comprehensive, in the sense that they address the complete trade environment and indicate the policy requirements for facilitating exports. The methodology is based on a consultative process that involves the private sector and all stakeholders. National export strategies also help to identify the sectors that hold the greatest export potential. Sector export strategies also result from the process of consultation. ITC assists policy-makers to put in place strategy implementation and monitoring mechanisms, including export promotion councils on which all relevant stakeholders are represented.

Also under this objective, ITC assists in analysing the commercial implications of ongoing trade negotiations. This is a two-way process. The private sector is informed about the details of the emerging negotiating frameworks, and governments in turn are apprised of the specific concerns and opportunities of their private sectors under these frameworks. In particular, governments and private sectors in individual countries can better adjust and accommodate to the specific existing terms and conditions, and also consider different alternative scenarios.

Assistance provided at policy level	Examples of country and regional coverage
Establishing and implementing mechanisms for export strategy	Belize, Botswana, Cambodia, Fiji, Grenada, Kazakhstan, Saint Vincent and the Grenadines, Swaziland, Uganda, Uruguay, Viet Nam
Integrating trade into development strategies	Guinea
Establishing and operationalizing trade facilitation procedures	Benin, Romania, Tajikistan, Viet Nam
Reflecting public–private partnerships in trade negotiations	Azerbaijan, Belize, Botswana, Cameroon, Ethiopia, Kenya, Lesotho, Macedonia (former Yugoslav Republic of), Montenegro, Madagascar, Malawi, Mauritania, Mauritius, Mozambique, Namibia, Nigeria, Pakistan, Panama, Paraguay, Senegal, Serbia, Seychelles, South Africa, the United Republic of Tanzania, Uruguay, Zambia

Objective 3: Support policy-makers in integrating the business sector into the global economy

3.1 Enable decision-makers to develop effective trade development programmes and policies

Result area

Mechanism for export strategy established and implemented:

Capacity of decision-makers enhanced in the use of export strategy (design) and management techniques, processes and methodologies.

Strategy development and implementation

Developing national export strategies. In 2006 technical assistance to develop national export strategies was provided to several countries including Belize, Botswana, Cambodia, Fiji, Grenada, Kazakhstan, Saint Vincent and the Grenadines, Swaziland, Uganda, Uruguay and Viet Nam. The number of countries which have benefited from ITC assistance since 2003 is now more than 25. In several countries, support came from the Commonwealth Secretariat.

Developing sector strategies. At the sector level, ITC made 12 interventions in 2006 that resulted in the design of comprehensive trade and value chain development strategies in 9 countries.

Encouraging innovation. ITC continued with consultations under its 'Innovations in Export Strategy' series in collaboration with, and with the active participation of, national institutions such as Tunisia's FAMEX, the Egyptian Business Women's Association, Mexico's

Bancomext, India's Exim Bank, South Africa's DTI, and Romania's Ministry of Economy and Trade, as well as international organizations such as the World Bank, the World Intellectual Property Organization (WIPO), UNIDO, and the International Finance Corporation (IFC).

Bringing exporters together: ITC's Executive Forum. The Executive Forum global debate was the highlight of ITC's technical assistance programme on export strategy design and management. The theme of the 2006 debate was 'Export Development and Poverty Reduction: Linkages and Strategic Implications'. Over 200 expert panellists and decision-makers from 38 countries came together to identify best practices in export development with a poverty reduction focus. The Executive Forum created opportunities for ITC to initiate, or strengthen, collaboration with other organizations, and proved to be an event with a high potential for national and regional project initiatives.



Mrs. Heidemarie Wieczorek-Zeul, Federal Minister of Economic Cooperation and Development, Berlin, Germany

Trade integrated into development strategies:

Trade issues mainstreamed into regional or national development and poverty reduction strategies.

Result area

Strategy alignment

Supporting the Integrated Framework

process. In 2006, ITC supported the current strengthening of the Integrated Framework (IF) by taking an active part in the transition process and by stressing the need for a greater involvement of the private sector at each stage of the process.

Connecting national TSIs: Through a national networking process, Guinean TSIs were assisted to provide improved services to the business community to make enterprises more internationally competitive.

3.2 Enable decision-makers to establish institutional frameworks and mechanisms that improve the national business and trade environment

Trade facilitation procedures established and operational:

Institutional frameworks created to establish national export bodies and other trade enabling institutions.

Result area

Institutional support

Creating and assisting National Export

Councils. National Export Councils comprise representatives of relevant public and private sector organizations, providing advice to governments on trade-related matters with the technical guidance of ITC. Romania created a National Export Council to ensure a cohesive approach to the design of the country's national export strategy, to ensure allocation of resources to strategic priorities and to oversee the effective management of the strategy's implementation.

Improving trade finance architecture. ITC has developed a methodology for connecting SMEs with banks, called Trade Finance Pointers. During 2006, ITC and a group of national consultants used the methodology to prepare an analysis of Tajikistan's trade finance infrastructure and the spectrum of financial services offered. The results of this analysis were presented to the monetary authorities and representatives of the banking sector, and training of financial service providers was conducted to introduce a broad array of trade finance instruments and specifically credit insurance. As a result of these efforts, which were coordinated with European Bank

for Reconstruction and Development (EBRD) and IFC activities in the wider financial sector, the capacity of financial service providers to evaluate credit requests through credit scoring was enhanced, and they also obtained a better understanding of the trade finance needs of enterprises.

Understanding the legal environment.

All 16 African countries from the Joint ITC/UNCTAD/WTO Integrated Technical Assistance Programme in Selected Least-Developed and Other African Countries (JITAP) received initial training on LegaCarta and a pilot project was developed for Benin. Intensive programmes were run in Romania and Viet Nam by the Ministry of Commerce in coordination with the Ministries of Justice and Foreign Affairs, the Bar Association, Law Schools, and the United Nations Commission on International Trade Law (UNCITRAL), the World Customs Organization (WCO), the International Institute for the Unification of Private Law (UNIDROIT), the United Nations Office on Drugs and Crime (UNODC), and the International Maritime Organization (IMO). In total, the LegaCarta programme was used in 43 countries in 2006.

Objective 3: Support policy-makers in integrating the business sector into the global economy

■ 3.3 Enable decision-makers to integrate the business dimension into trade negotiations

Result area

Public–private partnerships reflected in trade negotiations:

Operational capabilities and consultation mechanisms developed among public, private and civil sectors on multilateral and interregional trade negotiations.

Business-related trade policy

Integrating business into the MTS. ITC has established close contacts with business communities in developing countries through national networks (world trade nets). In 2006, the number of such networks expanded to 68 with the addition of 6 new countries (Azerbaijan, Belize, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Uruguay). The integration of the business community in developing countries and economies in transition into the MTS through analysis of the commercial implications of the emerging international trading environment and dissemination of the findings through publications, website and private–public meetings remained ITC’s primary focus during the year.

Understanding the business implications of trade negotiations. The ITC Round Table on Agriculture (Geneva, May 2006) stimulated private–public debate by bringing together trade negotiators, trade policy analysts, business groups from developed and developing countries, and NGOs to focus on the commercial implications of negotiations in agriculture. A paper on the commercial and economic implications of agriculture negotiations has been widely distributed to the business community in developing countries and used as resource material in other training programmes.

Promoting business advocacy. The ITC Business for Development Conference, (Mauritius, August 2006) comprised representatives of Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Senegal, Seychelles, South Africa, the United Republic of Tanzania and Zambia. The meeting discussed the potential for developing countries to move away from preferential trading regimes by diversifying and restructuring their economies to a system based on global competitiveness.

Involving business in GATS negotiations. Participation of the business community in negotiations on the General Agreement on Trade in Services (GATS) was promoted in 15 countries in Africa and Asia by involving them in countrywide surveys of services exports. The initiative was expanded in 2006 through private–public national round tables in Kenya, Pakistan and Zambia, and through two training sessions for capital-based negotiators from the 15 countries on how to use this information to formulate their countries’ requests and offers.

Establishing reference centres and MTS information points. In seven JITAP countries (Botswana, Cameroon, Malawi, Mauritania, Mozambique, Senegal, Zambia), three reference centres, for use by government, the business sector and academia, and four national enquiry points on technical barriers to trade (TBT), sanitary and phytosanitary measures (SPS), trade-related aspects of intellectual property rights (TRIPS) and services) were set up and provided with relevant documentation and training on information management. In all, JITAP has established 106 MTS information points and put them into operation by providing training and specialized material on MTS.

Developing MTS training materials to integrate the business perspective. ITC complemented the efforts of WTO and the United Nations Institute of Advanced Studies (UN-IAS) by introducing the business perspective into the training curriculum, and through participation of the private sector in their training programmes in Panama and Paraguay, and of university professors of the Southern African region. ITC also intensified its cooperation with WTO, UNCTAD, the World Bank, research institutions, and business advocacy groups from developed and developing countries for generating training materials and disseminating information on the commercial implications of trade negotiations.



Mrs Olubanke King-Akerele, Minister of Commerce of Liberia, informal meeting of ITC's Joint Advisory Group, Geneva, Switzerland

Corporate Activities

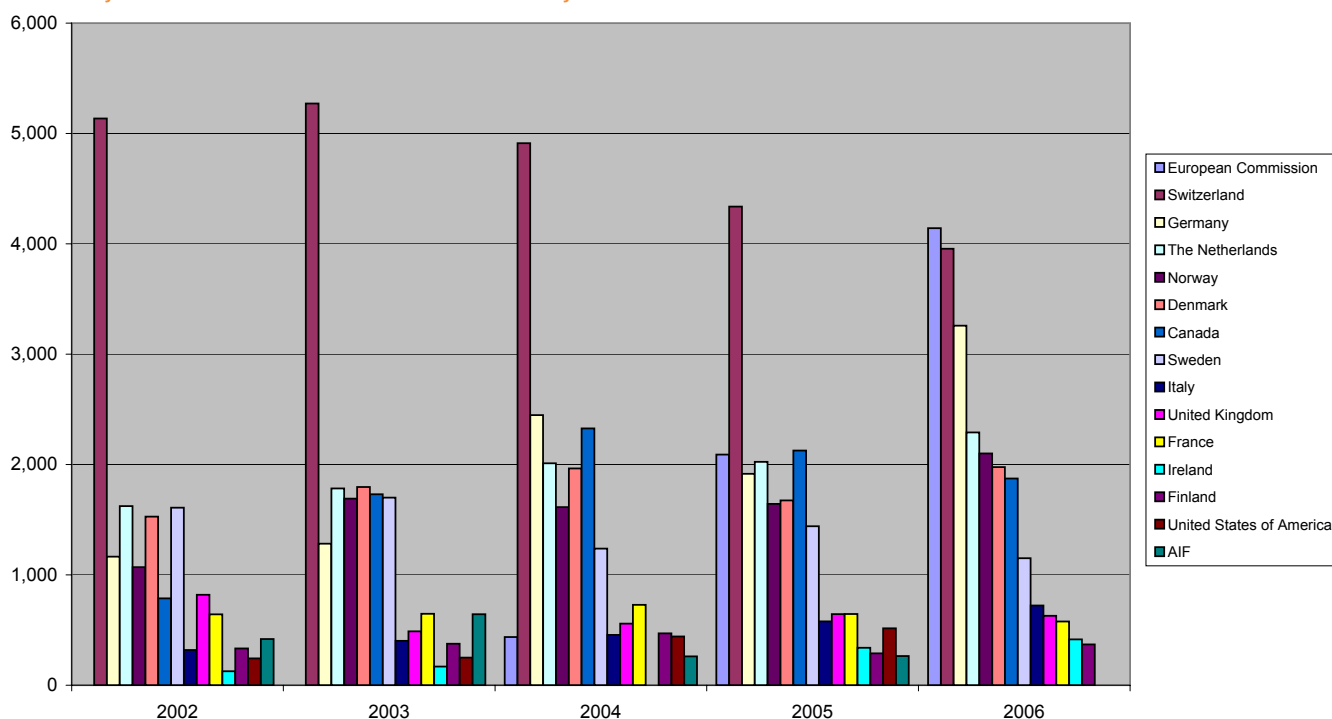
An intensive programme of evaluations was pursued, ...

ITC's evaluation programme had been maintained at a basic level in 2005 in light of the then ongoing ITC external evaluation, but 2006 saw a substantial increase in the number of programme and thematic evaluations undertaken. Five major evaluations were undertaken, covering JITAP, the Asia Trust Fund, the European Commission funded project in Pakistan, the Export-led Poverty Reduction Programme (EPRP) and an evaluation of ITC's MTS-related activities. For the first time, ITC prepared a report on evaluations for presentation to JAG which consolidates key recommendations, ITC responses and lessons learned from the evaluations.

... donor relations were strengthened, ...

The new management team maintained regular consultations with ITC's donors both on a bilateral basis and through the Consultative Committee of the Global Trust Fund (GTF), the JITAP Steering Committee and the IF Steering Group. During the year, the Government of Sweden announced a substantially increased, multi-year, un-earmarked contribution to ITC. It is to be hoped that other donors will find ways to follow Sweden's example. The growing trend towards providing multi-year and un-earmarked contributions was a welcome sign and increased ITC's resolve to reciprocate such donor commitments to the Paris Declaration on Aid Effectiveness by a more results-oriented and transparent monitoring and reporting framework in the form of the CPD. It is expected that the CPD approach will provide a framework for donors to be more or less specific about how they wish to contribute to ITC's activities over a multi-year period. A bar chart showing allocation of donor funds to ITC projects over the last five years can be found below.

Major Donor Trust Funds Available to Projects



... partnerships were enhanced, ...

ITC continued to build on its excellent partnership with its parent bodies, UNCTAD and WTO. With UNCTAD, regular meetings at working level were held, joint programmes (e.g. in the area of bio-trade and Investment Maps) were implemented, and staff from both organizations participated as resource persons at events organized by the two agencies. UNCTAD was given access to selected ITC Intranet portals as a first step toward helping UNCTAD monitor its projects using a portal similar to ITC's projects portal. Access to ITC's Business intelligence tools was provided to accelerate access to data in report formats. Collaboration with WTO was intense, ranging from joint work in the area of market analysis to joint publications and advisory missions. ITC also made inputs to the preparation of WTO's Technical Cooperation plan for 2007 and hosted participants in the WTO Trade Policy courses. Regular strategic discussions at senior management level took place on topics including the Enhanced IF and Aid for Trade.

ITC intensified its existing partnerships with organizations such as WIPO, the World Bank and UNIDO. ITC staff were invited to make presentations at several World Bank events including events in the field, and potential joint projects were discussed. ITC's Executive Director addressed the UNIDO Industrial Development Board and ITC played a proactive role in working with UNIDO on an effort to categorize TRTA activities and undertake a United Nations system-wide inventory of TRTA activities. Joint programmes were also implemented in Ethiopia, Bangladesh and Pakistan. ITC signed a new memorandum of understanding with the Economic Commission for Africa and maintained close consultations with the African Union Secretariat. Collaboration with regional economic groupings, particularly those in Africa, as well as regional development banks reached an all-time high with several prospective joint projects in the pipeline. The Inter-American Development Bank (IADB) confirmed funding for a regional project in Latin America to enable SME exporters from developing countries to have greater access to the aid procurement market. With EU support, a comprehensive programme was put in place in collaboration with the African, Caribbean and Pacific States (ACP) secretariat for the development of commodities.

... and a greater emphasis was put on communications.

Communications was a key area of attention in the management transition review. The review resulted in decisions to strengthen the communications team, including consolidation of communications-related functions under one umbrella.

In 2006, ITC continued to broaden its outreach to new partners and strategic areas with Trade Forum magazine. NGOs, fair trade, ethical fashion, public awareness and Aid for Trade were among new topics addressed in 2006. Trade Forum also developed its first special edition on a single theme, trade in services. The edition was produced and distributed in partnership with Tunisian organizations, for the Salon International des Services (SISE), a major services trade fair. Online, a new comments feature encouraged reader dialogue, underlining ITC's commitment to making the magazine a true forum for exchange.

Growth has been steady in the six years since the magazine website (www.tradeforum.org) was launched, with over 1.2 million visits in 2006. Visitor growth is most rapid in developing countries, particularly through the French and Spanish language sites. The website is increasingly referred to in trade-related blogs. These trends indicate high demand and potential for Trade Forum services.

Trade Forum: Our readers write

We deliver consulting services to the Palestinian Authority and the Palestinian Federation of Industries. One main topic is the development of a services industry representation and coaching [...] to develop [...] Palestinian positions on services trade for purposes of EuroMed and WTO accession negotiations.

In this context we came across your very good publication, which we would like to take with us to Ramallah to distribute to interested stakeholders. [...] Given the fact that the idea of trading services is a rather new thing in Palestine we can use all the “teasers” we can get.

Hannes Schloemann, Director, WTI Advisors Ltd. (Oxford/Geneva)

An excellent Editorial on fashion. I really felt enlightened with new spirit of reducing poverty through fashion by virtue of reading your lovely writings. I wish success to all at Trade Forum.

Alam Zeb Khan, Joint Secretary, Sarhad Chamber of Commerce & Industry, Peshawar, Pakistan

I am a very regular reader of Trade Forum. I must congratulate you on your valuable contribution and great material disseminated through that.

Madhawa Waidyaratna, Deputy Director, Sri Lanka Export Development Board

Our Trade Forum subscription puts us in a much stronger position to assist SMEs in our important agro-industrial region, who want to sell their goods and services internationally.

Our staff appreciates the interesting and useful content of Trade Forum. We display each issue in our library, freely accessible to the public [...] We all admire the magnificent presentation of the magazine, which makes reading it easy and pleasant.

We thank you, in our name and that of many others who benefit from our subscription.

A. Teddy Garcia & Assoc., Consultants, Cuba

I appreciate your valuable informative web site. I would like to comment on your solution on developing service exports. I think you forgot the most important problem factor in developing countries – communication. We all know that no service can exist without communication. My solution is that governments need to provide free broadband to the small and medium-sized enterprise service sector. This will motivate companies to outsource to SMEs.

Petronella du Toit, ZA Trade, South Africa

Progress was made in human resources development, . . .

In its efforts to improve the process for recruitment and promotion of staff, ITC has introduced an online application system that allows candidates for vacant posts to submit their CVs electronically via the Internet. This system will accelerate the process of the internal review of applications, and over time will provide management with useful statistics on recruitment activities that will, for example, help the organization to identify geographic regions where more targeted recruitment efforts are needed.

At the same time as development of the online application system, ITC revised its recruitment and promotion policies, aligning them to a large extent with those used in the United Nations Secretariat while at the same time adapting them to ITC’s needs as a small organization whose mandate is trade-related technical assistance.

... training activities were conducted, ...

A training strategy developed in 2005 was adopted by senior management and will guide ITC's programme for enhanced staff development. Several major activities were carried out in 2006 in the area of training and human resources development. Comprehensive performance management training workshops and briefings were held for both managers and staff. A workshop on effective interview skills was implemented to introduce the concept of behavioural interviewing techniques, paving the way for the introduction of an ITC competency framework in 2007 and reinforcing the concept of results-based management. Cross-divisional team building sessions were piloted for a specific ITC project. This training aimed to enhance the collaboration of a 'real' working team and improve the team members' overall performance as well as that of the project as a whole. In response to audit requirements, procurement training and briefing sessions were organized for both certifying officers and staff at large. The overall attendance in supervision and management courses was close to 300 participants, while courses on upgrading substantive knowledge, skills and other specialized training attracted close to 400 participants. Audience participation at in-house lunchtime presentations totalled 550 people, and 200 interns attended specific workshops. ITC continued to collaborate with UNOG's Staff Development and Learning Section and approximately 150 staff participated in UNOG language, information technology, management and communications training sessions.

... and the number of consultancy assignments increased

Recruitment of consultants continued to increase, with approximately 8% more contracts being issued than in 2005. Details on the distribution of consultant assignments by nationality and gender, as well as by country of origin and beneficiary country, are shown in the statistical annex to the Annual Report.

Staff security remained a key preoccupation.

Security of ITC staff and partners continued to be of importance. Support to staff on mission in the field was increased by the establishment of a headquarters response roster and the issuance of a circular advising staff of the risks and measures they should take during field assignments. The physical security enhancement project based on the Minimum Operating Security Standards (MOSS) was completed during 2006 on schedule and within budget.

Business processes were improved through better use of technology, ...

ITC continued to invest in maximizing the contribution of information technology (IT) to improve organizational performance. ITC increased its use of web-based or remote connectivity facilities, such as web discussion forums, video-conferencing, Internet-based training and examination tools. In order to broaden its reach at minimal cost, tools were provided online while efforts continued to provide access to working documents and IT tools to staff using the Intranet platform. Guidelines were prepared for staff on appropriate use of IT and advice was provided relating to IT project management and development. Measures were taken to increase access to ITC's services and information while reducing related costs, and to improve the use of the Intranet and Internet for collecting, retrieving and disseminating information.

... the IT infrastructure was strengthened, ...

Work was completed during the year to improve the IT infrastructure by upgrading the central storage system, installing a new server to enable the analysis of web logs and thus gather information on usage, installing and configuring a new search engine for the Intranet to improve response time and effectiveness, upgrading and migrating servers to a Windows 2003 server thus improving system performance, and migration of all applications servers to IIS 6 .Net Framework 2.0, thus keeping abreast of current technology. The tools used for monitoring the local area network (LAN) were also improved.

... while business continuity remained a high priority.

The planning and purchase of all equipment and software for a disaster recovery site including multiplexing the transmission line between ITC and UNOG has been completed. A virtual private LAN for the ITC security system has been implemented. A new authentication system controlling access to all ITC applications and thus minimizing the risk to systems by access from unauthorized persons has been installed. In addition the power supply of the control rooms has been upgraded to adequately meet the needs of the increased reliance on and use of IT.

Economies of scale were achieved ...

Efforts continued during 2006 to ensure maximum productivity from the resources entrusted to ITC on behalf of beneficiary countries. ITC continues to participate in joint bidding with other much larger international organizations in Geneva when opportunities arise in order to benefit from the advantages of economies of scale. The incremental replacement of individual printers with high speed LAN copiers/printers and setting default settings for all printers to double-sided printing has reduced paper usage.

... and internal oversight was strengthened.

In keeping with actions taken within the United Nations to increase the effectiveness of oversight functions, ITC has strengthened its internal oversight by establishing an oversight committee, which includes representatives of its two parent bodies. The role of the committee is to advise the Executive Director on ITC activities relating to internal and external oversight and investigations, including internal controls and monitoring of corrective actions recommended by the auditors. More detailed information on ITC's governance, oversight and accountability mechanisms can be found in Annex II.

Annex I

ITC Technical Cooperation Activities and Projects in 2006,
by Country and Delivery Track

Annex I

ITC Technical Cooperation Activities and Projects in 2006, by Country and Delivery Track

The following table is an inventory of technical cooperation activities and projects carried out, or operational, in 2006. It includes: (i) ongoing national and multi-country projects; (ii) needs assessment and programme design exercises; (iii) advisory services; (iv) capacity-building workshops and seminars; (v) ITC publications and tools adapted to national and regional contexts; and (vi) networking and promotional events.

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

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

Track 2 involves the delivery of medium-intensity field-level support under multi-agency, multipurpose, multi-country projects (Integrated Framework, JITAP and the Programme for building African Capacity for Trade – PACCIA/PACT).

Track 3 provides high-intensity field-level support, normally tailor-made to the requirements of a specific country or region. More detailed information can be found in the main body of the Annual Report, and in Addendum 1: *Summary Review of Technical Cooperation Projects Operational in 2006*.

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
1	Afghanistan*	Chamonix II Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness		
2	Algeria	Chamonix II Symposium Mediterranean Finance for Trade Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map South-South Trade Promotion		Trade finance project TRTA needs assessment
3	Albania	Putting the MTS to Work: Practical Approaches to SME Competitiveness Trade Information Management Training		
4	Angola*	Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services MLS-IPSCM Round Table for Africa Relaunching Subregional Economic Integration of Central African States (ECCAS) ServiceExportNet Programme – Annual Meeting Southern Africa University Professor Training Programme on WTO Sustainable Development South-South Trade Promotion	IF	
5	Argentina	Chamonix II Symposium Establishing New Market Links for Exporters of Pharmaceuticals from Developing Countries by Meeting WHO's Requirements Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion World Trade Net		

* Least developed country (LDC)

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
6	Armenia	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		
7	Azerbaijan	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness World Trade Net		
8	Bahamas	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
9	Bangladesh*	Business for Development Consultation on Gender Equality, Export Performance and Competitiveness: A Practical Approach Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries Based on ITC's MLS-IPSCM Executive Forum IPSCM Modular Learning System Network Market Analysis Training Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Capacity Assessment South-South Trade Promotion		ATF development of the supply and exports of leather Creation of leather service centre for export development (BLSC) Launch of Quality Support Programme (BQSP) component
10	Barbados	ACS/CE – Participation in Seventh Forum of TPOs of the Greater Caribbean Consultation on Export Strategy and the Role of the National Trade Promotion Organization		
11	Belarus	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map World Trade Net		
12	Belize	Consultation on Export Strategy and the Role of the National Trade Promotion Organization Executive Forum South-South Trade Promotion World Trade Net		National export strategy project
13	Benin*	Bridges Across Borders: Regional Networking Event in Tunis, parallel to the International Services Fair (SISE) Business Information for Sub-Saharan Africa Capacity Building in National Export Design and Management in Francophone Africa Chamonix II Symposium Developing Cotton Exports from West Africa to China – Capacity Building to Meet Chinese Market Requirements in Cotton Enhancing Knowledge of Organization for Harmonization of Business Law in Africa (OHADA) Harmonized Business Laws Among Entrepreneurs and Legal Practitioners in Africa Executive Forum Leatherline – African Platform Market Analysis Training South-South Trade Promotion Strengthening Commercial Arbitration Services Technical Assistance Project to Promote Trade in Services	IF JITAP	Formulation of project proposal for direct company support in supply chain management IF familiarization mission and project formulation
14	Bhutan*	Executive Forum ITC Navigator on e-Finance for SME Exporters in Developing Countries Putting the MTS to Work: Practical Approaches to SME Competitiveness		ITC-EU trade capacity development project

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
15	Bolivia	E-Trade Bridge Programme for SMEs Executive Forum IPSCM Modular Learning System Network Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management Training Training on Services Exporting		Integrated export development project EPRP community-based tourism in Copacabana
16	Bosnia and Herzegovina	Consultation on the Relevance of National Branding to Export Strategy Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		
17	Botswana	Bridges Across Borders: Regional Networking Event for construction, transportation and financial services Capacity Building in National Export Strategy Design and Management in South Africa Consultation on Financing Export Clusters: Options and Strategic Implications Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach Consultation on the Relevance of National Branding to Export Strategy IPSCM Modular Learning System Network MLS-IPSCM Round Table for Africa Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS ServiceExportNet Programme – Annual Meeting Southern Africa University Professor Training Programme on WTO Sustainable Development South-South Trade Promotion	JITAP	National export strategy project Sector export strategy development
18	Brazil	Chamonix II Symposium Consultation on Export Strategy and the Role of the National Trade Promotion Organization Consultation on Financing Export Clusters: Options and Strategic Implications Consultation on the Relevance of National Branding to Export Strategy Enhancing export packaging: development of training curriculum Establishing New Market Links for Exporters of Pharmaceuticals from Developing Countries by Meeting WHO's Requirements Export Capacity Building among Service Providers with Disabilities (Phase II) Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map South-South Trade Promotion		Enhancing competitiveness through export and investment promotion project EPRP project for community-based tourism in Costa do Sauipe and in Bahia State Minas Gerais project for textiles and clothing, and market analysis
19	Brunei Darussalam	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map		
20	Bulgaria	E-Trade Bridge Programme for SMEs Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map ServiceExportNet Programme – Annual Meeting		

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	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
21	Burkina Faso*	Bridges Across Borders: Regional Networking Event in Tunis, parallel to the International Services Fair (SISE) Business Information for Sub-Saharan Africa Capacity Building in National Export Strategy Design in Francophone Africa Chamonix II Symposium Leatherline – African Platform Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS South-South Trade Promotion Technical Assistance Project to Promote Trade in Services	IF JITAP	IF project formulation Trade at Hand project launch
22	Burundi*	Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services Chamonix II Symposium Information Management and Market Analysis for African TSIs Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Putting the MTS to Work: Practical Approaches to SME Competitiveness Relaunching Subregional Economic Integration of Central African States (ECCAS) South-South Trade Promotion Technical Assistance Project to Promote Trade in Services	IF	EPRP project for development of essential oils exports
23	Cambodia*	Business for Development Chamonix II Symposium Consultation on Financing Export Clusters: Options and Strategic Implications Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries Based on ITC's MLS-IPSCM Executive Forum IPSCM Modular Learning System Network Legal Aspects of Foreign trade Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Upgrading Selected ASEAN Member Countries' Capacity to Implement the ASEAN Harmonized Cosmetic Regulatory Scheme	IF	ATF support to trade sector-wide approach in Cambodia EPRP community-based tourism project in Siem Reap Province with World Bank EPRP export strategy development for silk sector National export strategy project Support to trade promotion and export development
24	Cameroon	Business Information for Sub-Saharan Africa Capacity Building in National Export Strategy Design in Francophone Africa Developing Cotton Exports from West Africa to China – Capacity Building to Meet Chinese Market Requirements in Cotton Enhancing Knowledge of OHADA Harmonized Business Laws among Entrepreneurs and Legal Practitioners in Africa Leatherline – African Platform Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Relaunching Subregional Economic Integration of Central African States (ECCAS) Strengthening Commercial Arbitration Services South-South Trade Promotion	JITAP	Sector export strategy development

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
25	Cape Verde*	Business Information for Sub-Saharan Africa		
26	Central African Republic*	Business Information for Sub-Saharan Africa Relaunching Subregional Economic Integration of Central African States (ECCAS) South-South Trade Promotion	IF	
27	Chad*	Business Information for Sub-Saharan Africa Chamonix II Symposium Leatherline – African Platform Relaunching Subregional Economic Integration of Central African States (ECCAS) South-South Trade Promotion	IF	IF familiarization mission and project formulation
28	Chile	Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management Training		
29	China	5th Round Table Conference for International Chamber Partnership Business for Development Chamonix II Symposium Enhancing Export Packaging: Development of Training Curriculum IPSCM Modular Learning System Network Market Analysis Training Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management Training		ATF project to develop export of hand-knotted Tibetan carpets ITC–China Council for the Promotion of International Trade partnership to build trade training capacities Pilot project to develop fresh apple exports from Shaanxi Province
30	Colombia	Briefing Session on the State of Play of the Doha Development Agenda Chamonix II Symposium Establishing New Market Links for Exporters of Pharmaceuticals from Developing Countries by Meeting WHO's Requirements IPSCM Modular Learning System Network Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme South-South Trade Promotion Trade Information Management Training World Trade Net		EPRP project to develop community-based tourism at San Andres and Providencia
31	Comoros*	Business Information for Sub-Saharan Africa South-South Trade Promotion	IF	
32	Congo	Business Information for Sub-Saharan Africa Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Relaunching Subregional Economic Integration of Central African States (ECCAS) Strengthening Commercial Arbitration Services South-South Trade Promotion		

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	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
33	Congo, Democratic Republic of the*	Business Information for Sub-Saharan Africa Chamonix II Symposium Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Relaunching Subregional Economic Integration of Central African States (ECCAS) Strengthening Commercial Arbitration Services Southern Africa University Professor Training Programme on WTO sustainable Development South-South Trade Promotion		
34	Costa Rica	Adaptation of the Manual on International Arbitration Chamonix II Symposium Consultation on Export Strategy and the Role of the National Trade Promotion Organization Development of a Large-Scale Project for Competitiveness Enhancement of the Clothing Sector in Central America Executive Forum Market Analysis Training Regional Workshop Exploiting CAFTA for Textiles and Clothing Trade South-South Trade Promotion Trade Information Management Training		
35	Côte d'Ivoire	Business Information for Sub-Saharan Africa Capacity Building in National Export Strategy Design and Management in Francophone Africa Chamonix II Symposium Developing Cotton Exports from West Africa to China – Capacity Building to Meet Chinese Market Requirements in Cotton Executive Forum Leatherline – African Platform Partners for Packaging: Reinforcing the Network Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS South-South Trade Promotion Strengthening Commercial Arbitration Services	JITAP	
36	Croatia	Chamonix II Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme World Trade Net		
37	Cuba	Consultation on the Relevance of National Branding to Export Strategy Consultation on the Role of the National Trade Promotion Organization Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management Training		Building of ITC-accredited team of management development consultants
38	Djibouti*	Chamonix II Symposium GATS-Related Assistance Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS	IF	IF project for strengthening the institutional structure IF project for development of the tourism sector
39	Dominica	Putting the MTS to Work: Practical Approaches to SME Competitiveness		

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
40	Dominican Republic	<p>Consultation on the Relevance of National Branding to Export Strategy</p> <p>Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme</p> <p>Development of a Large-Scale Project for Competitiveness Enhancement of the Clothing Sector in Central America</p> <p>Executive Forum</p> <p>Regional Meeting on Exploiting CAFTA for Textiles and Clothing Trade</p> <p>South-South Trade Promotion</p>		
41	Ecuador	<p>Consultation on the Relevance of National Branding to Export Strategy</p> <p>Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme</p> <p>Executive Forum</p> <p>Market Analysis Training</p> <p>Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>Trade Information Management Training</p> <p>ServiceExportNet Programme – Annual Meeting</p> <p>World Trade Net Meetings</p>		Formulation of sector export strategy project proposal
42	Egypt	<p>Bridges Across Borders Event for Women Entrepreneurs from Arab Countries</p> <p>Chamonix II Symposium</p> <p>Consultation on Gender Equality, Export Performance and Competitiveness: A Practical Approach</p> <p>Consultation on the Relevance of National Branding to Export Strategy</p> <p>Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme</p> <p>IPSCM Modular Learning System Network</p> <p>MLS–IPSCM Round Table for Africa</p> <p>Market Analysis Training</p> <p>Mediterranean Finance for Trade: Strengthening Capacities in Trade Finance, e-Payment and e-Money Transfer Mechanisms</p> <p>Meet in Africa for Leather Industries</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>South-South Trade Promotion</p>		<p>Egyptian marketing centre project</p> <p>Hewlett Packard–ITC partnership for micro enterprise acceleration project</p>
43	El Salvador	<p>Chamonix II Symposium</p> <p>Development of a Large-Scale Project for Competitiveness Enhancement of the Clothing Sector in Central America</p> <p>Executive Forum</p> <p>IPSCM Modular Learning System Network</p> <p>Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>Regional Meeting on Exploiting CAFTA for Textiles and Clothing Trade</p> <p>South-South Trade Promotion</p> <p>Tourism Business Management</p>		<p>EPRP project for enhancement of coffee export performance</p> <p>Trade-related human resources and enterprise development for foreign trade in Central America, Phase II</p> <p>Training seminar on material sourcing for the textiles and clothing industry</p>

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	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
44	Equatorial Guinea*	Business Information for Sub-Saharan Africa Relaunching Subregional Economic Integration of Central African States (ECCAS) South-South Trade Promotion		
45	Eritrea*	IPSCM Modular Learning System Network Mediterranean Finance for Trade MLS-IPSCM Round Table for Africa Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		
46	Estonia	Chamonix II Symposium		
47	Ethiopia*	Business for Development Chamonix II Symposium Consultation on Gender Equality, Export Performance and Competitiveness: A Practical Approach Cooperative Programme on Quality Assurance of Spices Coffee Guide Website Demonstration E-Trade Bridge Programme for SMEs Developing Cotton Exports from East Africa to India – Cotton Capacity Building with regard to the Indian Market Executive Forum Information Management and Market Analysis for African TSIs Leatherline – African Platform Market Analysis Training Mediterranean Finance for Trade Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management Training	IF PACCIA/PACT ACCESS! for African Businesswomen in International Trade	Coffee quality project EPRP project for development of paprika production in Silte Province EPRP project for production and marketing of UTZ KAPEH certified coffee PACCIA/PACT project for product and market development of leather and textiles
48	Fiji	IPSCM Modular Learning System Network Market Analysis Training Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		National export strategy project
49	Gabon	Business Information for Sub-Saharan Africa Chamonix II Symposium Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Relaunching Subregional Economic Integration of Central African States (ECCAS) South-South Trade Promotion		
50	Gambia*	Putting the MTS to Work: Practical Approaches to SME Competitiveness	IF	
51	Georgia	Putting the MTS to Work: Practical Approaches to SME Competitiveness		

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
52	Ghana	Business Information for Sub-Saharan Africa Chamonix II Symposium Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach in Design and Management Consultation on Financing Export Clusters: Options and Strategic Implications Enhancing Export Packaging: Development of Training Curriculum Executive Forum Information Management and Market Analysis for African TSIs Leatherline – African Platform Market Analysis Tools MLS–IPSCM Round Table for Africa Partners for Packaging: Reinforcing the Network Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme – Annual Meeting	JITAP PACCIA/PACT ACCESS! for African Businesswomen in International Trade	Project for web-based marketing and information systems for organic and natural products
53	Grenada	Executive Forum Putting the MTS to Work: Practical Approaches to SME Competitiveness		National export strategy design
54	Guatemala	Development of a Large-Scale Project for Competitiveness Enhancement of the Clothing Sector in Central America Executive Forum Market Analysis Training Putting the MTS to Work: Practical Approaches to SME Competitiveness Regional Meeting on Exploiting CAFTA for Textiles and Clothing Trade South-South Trade Promotion		Training seminar on material sourcing for the textiles and clothing industry
55	Guinea*	Capacity Building in National Export Design and Management in Francophone Africa Market Analysis Training	IF	IF project for development of agricultural exports (EPRP) IF project for a more effective participation in the MTS IF project for strengthening the institutional structure
56	Guinea-Bissau*	Business Information for Sub-Saharan Africa South-South Trade Promotion		
57	Guyana	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
58	Haiti*	Chamonix II Symposium Executive Forum Putting the MTS to Work: Practical Approaches to SME Competitiveness		Establishment of ITC/WTO reference centre IF mango export project
59	Honduras	Chamonix II Symposium Development of a Large-Scale Project for Competitiveness Enhancement of the Clothing Sector in Central America Executive Forum Market Analysis Training Putting the MTS to Work: Practical Approaches to SME Competitiveness		Regional meeting on exploiting CAFTA for textiles and clothing trade Trade-related human resources and enterprise development for foreign trade in Central America, Phase II
60	Hong Kong (Special Administrative Region, China)	IPSCM Modular Learning System Network World SME Expo 2006 Trade Fair		

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	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
61	Hungary	Chamonix II Symposium IPSCM Modular Learning System Network		
62	India	Business for Development Chamonix II Symposium Consultation on Financing Export Clusters: Options and Strategic Implications Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach Consultation on the Relevance of National Branding to Export Strategy Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme Cooperative Programme on Quality Assurance of Spices Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS-IPSCM Enhancing Export Packaging: Development of Training Curriculum Executive Forum IPSCM Modular Learning System Network ITC Navigator on e-Finance for SME Exporters in Developing Countries South-South Trade Promotion Trade Information Management Training		ATF building competencies for SME financing project ATF training in key competitiveness factors for five apparel producing clusters EPRP community-based tourism project in Bihar Province in collaboration with World Bank EPRP project for market linkages for organic spices production
63	Indonesia	Business for Development Capacity Report for GATS in Process Coffee Guide Website Demonstration Cooperative Programme on Quality Assurance of Spices Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS-IPSCM IPSCM Modular Learning System Network Market Analysis Training Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Capacity Assessment South-South Trade Promotion Upgrading Selected ASEAN Member Countries' Capacity to Implement the ASEAN Harmonized Cosmetic Regulatory Scheme Workshop to Promote Fuller Participation of Developing Nations in the GATS		ATF project for understanding the MTS rules ATF project for improving the inspection capabilities and status of vessels and establishments in the Indonesian fishery sector
64	Iran, Islamic Republic of	Chamonix II Symposium Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		
65	Iraq	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map		
66	Israel	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
67	Jamaica	Consultation on Export Strategy and the Role of the National Trade Promotion Organization ITC Navigator on e-Finance for SME Exporters in Developing Countries Market Analysis Training Putting the MTS to Work: Practical Approaches to SME Competitiveness		Establishment of an ITC/WTO reference centre

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
68	Jordan	Bridges Across Borders Event for Women Entrepreneurs from Arab Countries Mediterranean Finance for Trade Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Seminar on Gender Equality, Export Performance and Competitiveness: a Practical Approach Training on Market Analysis Tools		
69	Kazakhstan	Chamonix II Symposium Executive Forum Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map		Integrated export development project National export strategy design and management
70	Kenya	Business for Development Capacity Building in National Export Strategy Design and Management in South Africa Coffee Guide Website Demonstration E-Trade Bridge Programme for SMEs Executive Forum Information Management and Market Analysis for African TSIs IPSCM Modular Learning System Network Leatherline – African Platform Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion	JITAP	EPRP development and promotion of chillies and honey exports project Linking small and micro enterprises to export markets Project for web-based marketing and information systems for organic and natural products
71	Kiribati*	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
72	Korea, Democratic People's Republic of			ATF project for capacity building for access to export market
73	Korea, Republic of	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map		
74	Kuwait	Putting the MTS to Work: Practical Approaches to SME Competitiveness Consultation on the Relevance of National Branding to Export Strategy Executive Forum		
75	Kyrgyzstan	Putting the MTS to Work: Practical Approaches to SME Competitiveness		Integrated export development project, Phase I and Phase II
76	Lao People's Democratic Republic*	Development of Training and Consultancy Support Capacities in ASEAN and South Asian countries based on ITC's MLS-IPSCM Executive Forum IPSCM Modular Learning System Network Market Analysis Training Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Upgrading Selected ASEAN Member Countries' Capacity to Implement the ASEAN Harmonized Cosmetic Regulatory Scheme	IF	ATF project for building research and advisory capacity of the Economic Research Institute for Trade IF project formulation Support to trade promotion and export development
77	Latvia	Chamonix II Symposium Strengthening Commercial Arbitration Services		
78	Lebanon	Mediterranean Finance for Trade Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		

* Least developed country (LDC)

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
79	Lesotho*	Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services Information Management and Market Analysis for African TSIs IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness Southern Africa University Professor Training Programme on WTO Sustainable Development Technical Assistance Project to Promote Trade in Services	IF	IF project for product and market development of agro-based products (mushrooms and peaches)
80	Liberia*			Needs assessment and programming mission
81	Libyan Arab Jamahiriya	Chamonix II Symposium Mediterranean Finance for Trade		
82	Lithuania	Chamonix II Symposium		
83	Macedonia, former Yugoslav Republic of	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness World Trade Net		
84	Madagascar*	Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services Business for Development Business Information for Sub-Saharan Africa Chamonix II Symposium Cooperative Programme on Quality Assurance of Spices Information Management and Market Analysis for African TSIs Technical Assistance Project to Promote Trade in Services South-South Trade Promotion	IF	
85	Malawi*	Business for Development Capacity Building in National Export Strategy Design and Management in South Africa Consultation on Financing Export Clusters: Options and Strategic Implications Cooperative Programme on Quality Assurance of Spices Enhancing Logistics Chains and Trade Facilitation to Support Intra-regional Trade for Selected SADC Countries Executive Forum MLS-IPSCM Round Table for Africa Market Analysis Training Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS ServiceExportNet Programme – Annual Meeting Southern Africa University Professor Training Programme on WTO Sustainable Development South-South Trade Promotion Technical Assistance Project to Promote Trade in Services	IF JITAP	EPRP opportunity studies on community-based tourism and on honey sector IF standardization, quality assurance, accreditation and metrology (SQAM) project Project for development of a coalition of service industries Sector export strategy development Tourism development strategy design Trade Secrets publication
86	Malaysia	Business for Development Chamonix II Symposium Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS-IPSCM ITC Navigator on e-Finance for SME Exporters in Developing Countries Putting the MTS to Work: Practical Approaches to SME Competitiveness MLS-IPSCM Round Table for Africa (as contributor) Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map South-South Trade Promotion Upgrading Selected ASEAN Member Countries' Capacity to Implement the ASEAN Harmonized Cosmetic Regulatory Scheme		ATF project for supporting Malaysian enterprises on compliance with green procurement policies and guidelines in EU ATF project for upgrading the capacity of competent authorities and fish facilities in Malaysia of meeting EU fishery requirements

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
87	Maldives*	Executive Forum Putting the MTS to Work: Practical Approaches to SME Competitiveness	IF	IF project formulation (EPRP)
88	Mali*	Bridges Across Borders: Regional Networking Event in Tunis, parallel to the International Services Fair (SISE) Business Information for Sub-Saharan Africa Capacity Building in National Export Strategy Design and Management in Francophone Africa Chamonix II Symposium Developing Cotton Exports from West Africa to China – Capacity Building to Meet Chinese Market Requirements in Cotton Enhancing Knowledge of OHADA Harmonized Business Laws among Entrepreneurs and Legal Practitioners in Africa Executive Forum Leatherline – African Platform Partners for Packaging: Reinforcing the Network Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Putting the MTS to Work: Practical Approaches to SME Competitiveness Technical Assistance Project to Promote Trade in Services South-South Trade Promotion	IF JITAP PACCIA/PACT	EPRP opportunity study on agricultural products exports PACCIA/PACT horticulture export development project Sector export strategy development Trade at Hand project launch
89	Mauritania*	Bridges Across Borders: Regional Networking Event in Tunis, parallel to the International Services Fair (SISE) Capacity Building in National Export Strategy Design and Management in Francophone Africa Chamonix II Symposium Executive Forum Leatherline – African Platform Technical Assistance Project to Promote Trade in Services	IF JITAP	EPRP opportunity study on community-based tourism IF strengthening capacity of DPCE project Reinforcing the capacity of Chamber of Commerce Sector export strategy development Trade information centre project
90	Mauritius	Business for Development Business Information for Sub-Saharan Africa Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services Chamonix II Symposium Consultation on the Relevance of National Branding to Export Strategy Executive Forum IPSCM Modular Learning System Network MLS–IPSCM Round Table for Africa Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Southern Africa University Professor Training Programme on WTO Sustainable Development South-South Trade Promotion		Launch of the services export strategy initiative in partnership with Enterprise Mauritius Project launch on improving competitiveness of the clothing Industry
91	Mexico	Chamonix II Symposium Consultation on Export Strategy and the Role of the National Trade Promotion Organization Enhancing Export Packaging: Development of Training Curriculum Executive Forum IPSCM Modular Learning System Network Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management Training		

* Least developed country (LDC)

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
92	Moldova, Republic of	E-Trade Bridge Programme for SMEs Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		National export strategy workshop Support to Moldovan Academy of Economic Studies (ASEM) in establishing its master's degree in purchasing and logistics
93	Mongolia	Business for Development Chamonix II Symposium Information Management and Market Analysis IPSCM Modular Learning System Network ITC Navigator on e-Finance for SME Exporters in Developing Countries Market Analysis Training Putting the MTS to Work: Practical Approaches to SME Competitiveness		ATF assistance to the International Trade Research Centre ATF project for creation of geographical indications (GIs) in Mongolia ATF project for enhancing exports through GIs and GSP+ EPRP project for development and marketing of woollen and felted fashion accessories
94	Morocco	Chamonix II Symposium Consultation on Export Strategy and the Role of the National Trade Promotion Organization Doha Round Negotiation Impact on the Moroccan Economy Mediterranean Finance for Trade ServiceExportNet Programme – Annual Meeting South-South Trade Promotion		
95	Mozambique*	Bridges Across Borders: Regional Networking Event for construction, transportation and financial services Business for Development Capacity Building in National Export Strategy Design and Management in South Africa Enhancing Logistics Chains and Trade Facilitation to Support Intraregional Trade for Selected SADC Countries Executive Forum Information Management and Market Analysis for African TSIs MLS–IPSCM Round Table for Africa Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS ServiceExportNet Programme – Annual Meeting Southern Africa University Professor Training Programme on WTO Sustainable Development South-South Trade Promotion	IF JITAP PACCIA/PACT (ACCESS! component under national programme)	EPRP opportunity study on community-based tourism PACCIA/PACT programme for building African capacity for trade Sector export strategy development Towards an export development strategy
96	Myanmar*	Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		
97	Namibia	Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services Business for Development Capacity Building in National Export Strategy Design and Management in South Africa Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme – Annual Meeting Southern Africa University Professor Training Programme on WTO Sustainable Development South-South Trade Promotion		ITC– Multilateral Investment Guarantee Agency (MIGA) joint trade and investment institutional needs assessment mission

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
98	Nepal*	Business for Development Cooperative Programme on Quality Assurance of Spices Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS-IPSCM Executive Forum IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness	IF	ATF advisory services on export development of priority sectors IF project for establishment of an export matching grant scheme
99	Nicaragua	Coffee Guide Website Demonstration Development of a Large-Scale Project for Competitiveness Enhancement of the Clothing Sector in Central America Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		Trade-related human resources and enterprise development for foreign trade in Central America, Phase II
100	Niger*	Bridges Across Borders: Regional Networking Event in Tunis, parallel to the International Services Fair (SISE) Business Information for Sub-Saharan Africa Information Management and Market Analysis for African TSIs Leatherline – African platform Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS South-South Trade Promotion Technical Assistance Project to Promote Trade in Services	IF	
101	Nigeria	Business for Development Chamonix II Symposium Consultation on Financing Export Clusters: Options and Strategic Implications Executive Forum IPSCM Modular Learning System Network MLS-IPSCM Round Table for Africa Nigerian Network of Women Exporters of Services Partners for Packaging: Reinforcing the Network Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Services Capacity Assessment II – Briefing Session on GATS South-South Trade Promotion Strengthening Commercial Arbitration Services		
102	Oman	Launching of ProductMap in OCIPED Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		
103	Pakistan	Business for Development E-Trade Bridge Programme for SMEs Executive Forum IPSCM Modular Learning System Network ITC Navigator on e-Finance For SME Exporters in Developing Countries Market Analysis Training Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion World Trade Net		ITC-EU integrated TRTA project

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	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
104	Panama	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Seminar on the Doha Development Agenda with Academia and Business Community in Partnership with WTO/ITTC South-South Trade Promotion World Trade Net		
105	Papua New Guinea	Market Analysis Training Putting the MTS to Work: Practical Approaches to SME Competitiveness		National export strategy design and management
106	Paraguay	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme South-South Trade Promotion Successful Services Exporting Workshop World Trade Net		Preparation for sector export strategy development
107	Peru	Bridges Across Borders: Regional Networking for Services TSIs Consultation on Export Strategy and the Role of the National Trade Promotion Organization Executive Forum IPSCM Modular Learning System Network Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme South-South Trade Promotion Trade Information Management Training Training on Services Export World Trade Net		Enterprise development in the border region of Peru and Ecuador project
108	Philippines	Business for Development Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach Consultation on the Relevance of National Branding to Export Strategy Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS-IPSCM E-Trade Bridge Programme for SMEs IPSCM Modular Learning System Network ITC Navigator on e-Finance for SME Exporters in Developing Countries Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map South-South Trade Promotion Upgrading Selected ASEAN Member Countries' Capacity to Implement the ASEAN Harmonized Cosmetic Regulatory Scheme		ATF project for upgrading capability of Bureau of Fisheries and Aquatic Resources in fish inspection services ATF project for promotion of Trade in Services through the creation of a services coalition
109	Poland	Chamonix II Symposium Participation in ETPO 48 Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map		
110	Qatar	Putting the MTS to Work: Practical Approaches to SME Competitiveness		

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
111	Romania	Consultation on the Relevance of National Branding to Export Strategy E-Trade Bridge Programme for SMEs Executive Forum Market Analysis Training Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme – Annual Meeting		Sustainable export development project
112	Russian Federation	Chamonix II Symposium E-Trade Bridge Programme for SMEs Market Analysis Training Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map World Trade Net		Development of export support services for Commonwealth of Independent States (CIS) research enterprises Support to development and implementation of Moscow-based system for export and investment promotion (MEXI)
113	Rwanda*	Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services Capacity Building in National Export Strategy Design and Management Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme Market Analysis Training Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Relaunching Subregional Economic Integration of Central African States (ECCAS) South-South Trade Promotion Technical Assistance Project to Promote Trade in Services	IF	EPRP development for essential oils exports Needs assessment and programme design for TRTA
114	Saint Kitts and Nevis	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
115	Saint Lucia	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
116	Saint Vincent and the Grenadines	Executive Forum Consultation on Export Strategy and the Role of the National Trade Promotion Organization		National export strategy design and management
117	Sao Tome and Principe*	South-South Trade Promotion Relaunching Subregional Economic Integration of Central African States (ECCAS)	IF	
118	Saudi Arabia	ITC Navigator on e-Finance for SME Exporters in Developing Countries Putting the MTS to Work: Practical Approaches to SME Competitiveness Workshop on WTO and Telecom		

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	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
119	Senegal*	<p>Bridges Across Borders: Regional Networking Event in Tunis, parallel to the International Services Fair (SISE)</p> <p>Business for Development</p> <p>Business Information for Sub-Saharan Africa</p> <p>Capacity Building in National Export Design and Management, Francophone Africa</p> <p>Chamonix II Symposium</p> <p>Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach</p> <p>Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme</p> <p>Enhancing Knowledge of OHADA Harmonized Business Laws among Entrepreneurs and Legal Practitioners in Africa</p> <p>E-Trade Bridge Programme for SMEs</p> <p>Executive Forum</p> <p>Leatherline – African Platform</p> <p>MLS–IPSCM Round Table for Africa</p> <p>Partners for Packaging: Reinforcing the Network</p> <p>Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS</p> <p>South-South Trade Promotion</p> <p>Technical Assistance Project to Promote Trade in Services</p>	<p>IF</p> <p>JITAP</p> <p>PACCIA/PACT</p>	<p>IF project for community-based tourism (EPRP)</p> <p>IF project for strengthening the institutional structure</p> <p>Formulation of project proposal for direct company support in supply chain management</p> <p>PACCIA/PACT programme for building African capacity for trade</p> <p>Sector export strategy developed in agro-processed foods and packaging sectors</p> <p>Strengthening of Senegalese capacities to advise enterprises on competitiveness and exporting to Europe</p>
120	Serbia and Montenegro	<p>Chamonix II Symposium</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>World Trade Net</p>		
121	Seychelles	<p>Business for Development</p> <p>Business Information for Sub-Saharan Africa</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>South-South Trade Promotion</p>		
122	Sierra Leone*	<p>Executive Forum</p> <p>Restructuring and Capacity Building Programme</p>	<p>IF</p>	<p>EPRP project for development of ginger exports</p> <p>IF project formulation</p> <p>ITC–MIGA joint project for restructuring of Sierra Leone Export Development and Investment Corporation</p>
123	Singapore	<p>Business for Development</p> <p>Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS–IPSCM</p> <p>IPSCM Modular Learning System Network</p> <p>ITC Navigator on e-Finance for SME Exporters in Developing Countries</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>South-South Trade Promotion</p>		
124	Slovakia	<p>Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map</p>		
125	Slovenia	<p>Chamonix II Symposium</p>		
126	Solomon Islands*	<p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p>		

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
127	South Africa	<p>Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services</p> <p>Business for Development</p> <p>Capacity Building in National Export Strategy Design and Management</p> <p>Chamonix II Symposium</p> <p>Consultation on Financing Export Clusters: Options and Strategic Implications</p> <p>Consultation on the Relevance of National Branding to Export Strategy</p> <p>Enhancing Export Packaging: Development of Training Curriculum</p> <p>Enhancing Logistics Chains and Trade Facilitation to Support Intra-regional Trade for Selected SADC Countries</p> <p>Executive Forum</p> <p>IPSCM Modular Learning System Network</p> <p>Market Analysis Training</p> <p>MLS-IPSCM Round Table for Africa</p> <p>Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map</p> <p>Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>Southern Africa University Professor Training Programme on WTO Sustainable Development</p> <p>South-South Trade Promotion</p>	PACCIA/PACT <i>ACCESS!</i> for African Businesswomen in International Trade	EPRP development and promotion of Aloe Ferox exports PACCIA/PACT programme for building African capacity for trade Partnerships for pro-poor trade project
128	Sri Lanka	<p>Business for Development</p> <p>Cooperative Programme on Quality Assurance of Spices</p> <p>Executive Forum</p> <p>ITC Navigator on e-Finance for SME Exporters in Developing Countries</p> <p>Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS-IPSCM</p> <p>Enhancing Export Packaging: Development of Training Curriculum</p> <p>IPSCM Modular Learning System Network</p> <p>Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map</p> <p>Public-Private Consultation Mechanism: Round Tables and National Meetings</p> <p>South-South Trade Promotion</p> <p>World Trade Net</p>		ATF building capacity within TSIs to promote Trade in Services ITC-EU trade development project Packaging sector strategy development and implementation
129	Sudan*	<p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>South-South Trade Promotion</p>	IF	IF project formulation Integrated export development programme for textiles and clothing sector
130	Syrian Arab Republic	<p>Chamonix II Symposium</p> <p>Information Management and Market Analysis for African TSIs</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>Syrian European Business Centre (SEBC) Study Tour</p>		
131	Suriname	<p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p>		

* Least developed country (LDC)

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
132	Swaziland	<p>Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services</p> <p>Capacity Building in National Export Strategy Design and Management</p> <p>Enhancing Logistics Chains and Trade Facilitation to Support Intraregional Trade for Selected SADC Countries</p> <p>IPSCM Modular Learning System Network</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>ServiceExportNet Programme – Annual Meeting</p> <p>Southern Africa University Professor Training Programme on WTO Sustainable Development</p> <p>South-South Trade Promotion</p>		National export strategy design
133	Tajikistan	<p>ITC Navigator on e-Finance for SME Exporters in Developing Countries</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p>		Integrated export development project, Phase I and Phase II
134	Tanzania, United Republic of*	<p>Business for Development</p> <p>Capacity Building in National Export Strategy Design and Management</p> <p>Chamonix II Symposium</p> <p>Coffee Guide Website Demonstration</p> <p>Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach</p> <p>Cooperative Programme on Quality Assurance of Spices</p> <p>Developing Cotton Exports from East Africa to India – Cotton Capacity Building with regard to the Indian Market</p> <p>Enhancing Export Packaging: Development of Training Curriculum</p> <p>Enhancing Logistics Chains and Trade Facilitation to Support Intraregional Trade for Selected SADC Countries</p> <p>Information Management and Market Analysis for African TSIs</p> <p>IPSCM Modular Learning System Network</p> <p>MLS–IPSCM Round Table for Africa</p> <p>Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS</p> <p>ServiceExportNet Programme – Annual Meeting</p> <p>Southern Africa University Professor Training Programme on WTO Sustainable Development</p> <p>South-South Trade Promotion</p> <p>Technical Assistance Project to Promote Trade in Services</p>	<p>IF</p> <p>JITAP</p> <p>PACCIA/PACT</p> <p>ACCESS! for African Businesswomen in International Trade</p>	PACCIA/PACT product and market development for spices and horticulture produce
135	Thailand	<p>Business for Development</p> <p>Cooperative Programme on Quality Assurance of Spices</p> <p>Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS–IPSCM</p> <p>Executive Forum</p> <p>IPSCM Modular Learning System Network</p> <p>Providing Market Access Analysis to Trade Policy</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>Regional Business Forum on e-Finance</p> <p>South-South Trade Promotion</p> <p>Stakeholders on the Basis of Market Access Map</p> <p>Upgrading selected ASEAN Member Countries' Capacity to Implement the ASEAN Harmonized Cosmetic Regulatory Scheme</p>		ATF project for strengthening export capacity of organic agriculture

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
136	Togo*	Business Information for Sub-Saharan Africa Developing Cotton Exports from West Africa to China – Capacity Building to Meet Chinese Market Requirements in Cotton Information Management and Market Analysis for African TSIs Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS South-South Trade Promotion		
137	Tonga	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
138	Trinidad and Tobago	Consultation on Export Strategy and the Role of the National Trade Promotion Organization Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		
139	Tunisia	Bridges Across Borders: Regional Networking for Services TSIs Bridges Across Borders: Regional Networking Event in Tunis, parallel to the International Services Fair (SISE) Bridges Across Borders Event for Women Entrepreneurs from Arab Countries Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme ITC Navigator on e-Finance for SME Exporters in Developing Countries Mediterranean Finance for Trade Putting the MTS to Work: Practical Approaches to SME Competitiveness Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Services Capacity Assessment II – Report and Briefing Session on GATS ServiceExportNet Programme – Annual Meeting South-South Trade Promotion	JITAP ACCESS! for African Businesswomen in International Trade (self-funded)	
140	Turkey	Chamonix II Symposium Competitiveness – Effective SME Policies for Global Trade: Workshop on Sustainable Competitiveness Strategies in International Markets Consultation on the Relevance of National Branding to Export Strategy Consultation on Underwriting Export Promotion: Best Practice in the Operation and Management of a Matching Grant Scheme E-Trade Bridge Programme for SMEs Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map		Building of ITC-accredited team of management development consultants

* Least developed country (LDC)

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
141	Uganda*	Capacity Building in National Export Strategy Design and Management Coffee Guide Website Demonstration Consultation on Gender Equality, Export Performance and Competitiveness: a Practical Approach Consultation on Financing Export Clusters: Options and Strategic Implications Consultation on the Relevance of National Branding to Export Strategy Cooperative Programme on Quality Assurance of Spices Developing Cotton Exports from East Africa to India – Cotton Capacity Building with regard to the Indian Market E-Trade Bridge Programme for SMEs Executive Forum Information Management and Market Analysis for African TSIs IPSCM Modular Learning System Network MLS–IPSCM Round Table for Africa Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Technical Assistance Project to Promote Trade in Services and Fuller Participation in GATS Negotiations	IF JITAP ACCESS! for African Businesswomen in International Trade	IF familiarization mission and project formulation National export strategy relaunch Project for web-based marketing and information systems for organic and natural products
142	Ukraine	Putting the MTS to Work: Practical Approaches to SME Competitiveness World Trade Net		Development of export support services for CIS research enterprises
143	United Arab Emirates	Chamonix II Symposium Improving International Competitiveness Improving and Maintaining Market Access through Standards and Conformity Assessment Trade Secrets and Export Quality Management Guides IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness		Dubai export development project, Phase II
144	Uruguay	Briefing Session on the State of Play of the Doha Development Agenda Consultation on Financing Export Clusters: Options and Strategic Implications IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Programme – Annual Meeting South-South Trade Promotion Trade Information Management Training Training on Services Export World Trade Net		National export strategy design and management Sector export strategy development
145	Uzbekistan	E-Trade Bridge Programme for SMEs Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness		Integrated export development project, Phase I
146	Venezuela	Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management Training		

	Country/area	Global Track 1	Regional, subregional or inter-agency Track 2	Country specific Track 3
147	Viet Nam	<p>Business for Development</p> <p>Cooperative Programme on Quality Assurance of Spices</p> <p>Development of Training and Consultancy Support Capacities in ASEAN and South Asian Countries based on ITC's MLS-IPSCM</p> <p>IPSCM Modular Learning System Network</p> <p>ITC Navigator on e-Finance for SME Exporters in Developing Countries</p> <p>Providing Market Access Analysis to Trade Policy Stakeholders on the Basis of Market Access Map</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>South-South Trade Promotion</p> <p>Upgrading Selected ASEAN Member Countries' Capacity to Implement the ASEAN Harmonized Cosmetic Regulatory Scheme</p> <p>World Trade Net</p>		<p>ATF implementing trade defence instruments regulations and practices</p> <p>ATF upgrading legal multilateral trade system framework</p> <p>EPRP project for developing community-based tourism around Hoi An (Central Viet Nam)</p> <p>Support to trade promotion and export development</p>
148	Yemen*	Putting the MTS to Work: Practical Approaches to SME Competitiveness	IF	
149	Zambia*	<p>Bridges Across Borders: Regional Networking Event for Construction, Transportation and Financial Services</p> <p>Business for Development</p> <p>Developing Cotton Exports from East Africa to India – Cotton Capacity Building with regard to the Indian Market</p> <p>Information Management and Market Analysis for African TSIs</p> <p>Market Analysis Training</p> <p>Providing Sector-Specific Market Intelligence to TSIs through ITC's MNS</p> <p>Putting the MTS to Work: Practical Approaches to SME Competitiveness</p> <p>Southern Africa University Professor Training Programme on WTO Sustainable Development</p> <p>South-South Trade Promotion</p> <p>Technical Assistance Project to Promote Trade in Services and Fuller Participation in GATS Negotiations</p>	IF JITAP	<p>EPRP project for production and marketing of UTZ KAPEH certified coffee</p> <p>IF project formulation</p> <p>Sector export strategy development</p>
150	Zimbabwe	<p>Chamonix II Symposium</p> <p>Enhancing Logistics Chains and Trade Facilitation to Support Intra-regional Trade for Selected SADC Countries</p> <p>MLS-IPSCM Round Table for Africa</p> <p>Market Analysis Training</p> <p>Southern Africa University Professor Training Programme on WTO Sustainable Development</p> <p>South-South Trade Promotion</p>		

* Least developed country (LDC)

Annex II

Governance, Oversight and Accountability Mechanisms

Annex II

Governance, Oversight and Accountability Mechanisms

Governance

The Joint Advisory Group (JAG) meets formally once a year to review the work of ITC on the basis of its Annual Report and make recommendations to the UNCTAD Trade and Development Board and the WTO General Council. It is open to Member States of UNCTAD and Members of WTO. It also meets informally once a year to review selected programmes and activities of the organization.

A Consultative Committee on the Global Trust Fund (GTF) was established by JAG to advise ITC management on the use of extra-budgetary resources made available to GTF. It is composed of 19 donor and recipient countries and is also open to other countries, participating in an observer capacity. The Committee meets twice a year and reports annually to JAG.

The ITC Biennium Regular Programme Budget, amounting currently to some 48% of its overall resources, is jointly and equally funded by the United Nations and WTO. It is reviewed by the budgetary instances of both institutions.

A Strategic Framework forms the basis of the Biennium Regular Programme Budget. It contains the expected accomplishments and respective indicators of achievements submitted to the United Nations and the WTO, following its review by JAG.

While it is subject to the United Nations Financial and Staff Regulations and Rules, ITC's Financial Report is submitted to both the United Nations and WTO administrative and financial review machineries.

Oversight and accountability

The Executive Director of ITC, jointly selected by the WTO Director-General and the UNCTAD Secretary-General, reports to the executive heads of the two parent organizations and is accountable to them. The Executive Director has been granted extensive delegation of authority in the daily administration of the Financial and Staff Regulations and Rules of the United Nations.

The activities of ITC are subject to internal audit and oversight by the Office of Internal Oversight Services (OIOS) of the United Nations Secretariat. The related findings are reported to the United Nations General Assembly and to the WTO General Council. The United Nations Board of Auditors audits ITC accounts and activities; its findings are also reported to the General Assembly and the WTO General Council.

ITC's performance over a biennium as compared with the expected accomplishments, indicators of achievements and outputs included in the proposed programme budget is reviewed, analysed and reported to the United Nations General Assembly by OIOS.

At least once a year, ITC submits to donors financial and progress reports on the activities they contribute to. Regular meetings are held with major donors to review the achievements and to design future cooperation.



International Trade Centre

UNCTAD / WTO

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

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