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TOOL- BOX

ANNEX TO THE CASE FOR  
SUPPORT 2012–2015

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**ITC mission:**

ITC enables small business export success in developing and transition countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers.

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# Annex to the Case for Support 2012-2015

## Tool-Box



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# I. Tool-Box for Large Programmes

Listed below are core elements of ITC large programmes. It is possible to develop any large programme centered on these result areas:

## Building Awareness

Developing countries and economies in transition with ready access to trade intelligence stand a better chance to increase their exports when they:

1. Maintain, improve and support the use of global public goods;
2. Build the capacity of TSIs to analyse, process and disseminate trade intelligence to SMEs in order to expand exports;
3. Use trade intelligence to achieve tangible outcomes;
4. Build awareness on key issues related to trade and sustainable development.

## Enhancing Policies

Real change in the trade landscape and dynamics of a particular sector, country or region can only be effected with the help of policies derived from both the business and public sectors, particularly in the areas of:

1. Business implications of regional integration;
2. LDC accession to the WTO;
3. Export strategy development by public and private sector stakeholders.

## Supporting Exporting Enterprises

Supporting SMEs is ITC's raison d'être. ITC achieves this by either directly supporting SMEs through tailor-made initiatives focused on export-led enterprise or sector development; or, indirectly supporting SMEs through TSI multipliers.

## Strengthening Trade Support Institutions

TSIs are strategic partners who can leverage multiplying impact in trade and development. They are major recipients of technical assistance within ITC's large programmes as follows:

1. Targeted global public goods for TSI development;
2. Tailor-made support for overall TSI performance;
3. Specialized support for targeted TSI services;
4. Holistic approach to the export development infrastructure in a sector, country or region.

## Supporting Regional Integration and South-South Trade

Regional integration lowers entry barriers, maximizes economies of scale and ultimately leads to greater competitiveness. Meanwhile, South-South trade leads to export diversification, access to fast growing markets and ultimately, increased opportunities for SMEs. ITC's large programme development approach to these two issues targets:

1. Reducing trade barriers through improvements in policy, implementation, services and access to information;
2. Facilitating South-South learning and cooperation, marketing, sourcing and investment.

## Mainstreaming Inclusiveness and Sustainability

Beneficiary countries require active integration of human development objectives into TRTA activities. ITC programmes respond to this demand by:

1. Contributing to an enabling business environment for women-owned businesses;
2. Integrating products from poor communities into global value chains;
3. Working with partners to assist exporters in developing countries to meet environmental standards.

## II. List of Countries and Regional Economic Commissions having requested Export Development Assistance in 2011-12

### Sub-Saharan Africa

Benin, Burkina Faso, Cape Verde, Central African Republic, Chad, Ethiopia, Gabon, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Sao Tome and Principe, Sierra Leone, Senegal, Tanzania, Togo, Uganda, Zambia, Zimbabwe, COMESA, ECOWAS.

### Arab States

Sudan, Tunisia, Yemen

### Asia and the Pacific

Bhutan, Cambodia, Indonesia, Lao PDR, Mongolia, Myanmar, Pakistan, Thailand, Vietnam

### Eastern Europe and Central Asia

Armenia, Albania, Georgia, Moldova, Kyrgyzstan, Kazakhstan, Russia, Tajikistan

### Latin America and the Caribbean

Antigua and Barbuda, Barbados, Colombia, Cuba, Guyana, Ecuador, El Salvador, Haiti, Honduras, Jamaica, Mexico, Trinidad & Tobago, CARICOM.

### III. List of Project Ideas – building blocks

#### Building Awareness

##### Trade information programme for export-oriented SMEs

<b>Country/Region</b>	ACP region: 3 target countries to define jointly with donor(s).
<b>Description</b>	<p>The programme would target trade support institutions , notably those with a sectoral focus, and comprise of up to four components:</p> <p>A. Trade information services and systems Design and implementation of an information infrastructure and service portfolio within selected trade support institutions (TSIs), with specific focus on sectors of relevance to a country's export strategy.</p> <p>B. Information Management Capacity Enhancement and specialization of management and technical skills of TSI trade information teams to enable the delivery of innovative, efficient and high-quality business focused trade information services.</p> <p>C. Trade information knowledge exchange Networking of information service professionals for knowledge sharing and development of best practice culture in trade information management.</p> <p>D. National Exporter Portal Development of information solutions that enable a country's SMEs/exporters and their product to be identifiable by the world business community.</p>
<b>Origin</b>	<ul style="list-style-type: none"> <li>- Recurrent demand expressed in ITC's client surveys for technical assistance in the field of trade information services development, access to relevant, timely information for both TSIs and entrepreneurs</li> <li>- Country needs assessments conducted by ITC</li> <li>- Diagnostic Trade integrated studies (DTIS), completed in the context of the Enhanced Integrated Framework</li> <li>- Direct requests received from the field (Caribbean region, Sub-Saharan Africa, Arab States)</li> </ul>
<b>Budget</b>	€ 500,000 per country or € 750,000 at regional level (eg Caribbean Export Development agency, or Regional Economic Commissions in sub-Saharan Africa)
<b>Duration</b>	2 years per country / region

# Building Awareness

## E-learning platform for trade development

<b>Pays/région</b>	Accès global : Afrique francophone, Pays arabes francophones
<b>Description</b>	<p>Objectif : Développement de l'offre de cours en ligne par l'ITC dans ses différents domaines d'expertise.</p> <p>2 étapes :</p> <p>1. Le développement de l'offre de formation à distance de l'ITC, ciblera des domaines précis de compétence technique de l'ITC :</p> <ul style="list-style-type: none"><li>- la recherche et l'analyse de données statistiques,</li><li>- l'intelligence économique et la veille stratégique,</li><li>- la préparation d'études de marchés et de fiches de synthèses sur un produit/un marché,</li><li>- l'approche qualité, packaging</li><li>- la représentation commerciale à l'étranger.</li></ul> <p>2. Le projet visera à la mise en place de partenariats avec des institutions de support au commerce et des universités des régions / pays ciblés pour la création d'un curriculum conjoint avec l'ITC et de certificats / diplômes conjoints reconnus sur les domaines de compétence de l'ITC.</p> <p>Résultats : Une série de cours de formation à distance sur des éléments concrets et essentiels pour le développement de l'export au niveau des institutions de support au commerce ou des entreprises. Les cours en ligne seront offerts sur la plateforme ITC de formation et également adaptés pour un mode d'utilisation par CD-Rom ou par réseau interne au niveau des institutions (afin de pallier au possible manque d'accès au web par les micro-entrepreneurs et PME de certains pays).</p>
<b>Origine</b>	Requêtes de nombreux clients et partenaires de l'ITC (en direct et retour des enquêtes annuelles de l'ITC auprès de ses clients), nécessité d'offrir l'accès à la formation aux pays, institutions et entreprises qui ne bénéficient pas de financements de projets directs mis en place dans leur pays par l'ITC. Besoin de diversifier et étendre l'accès aux programmes de formation de l'ITC dans les pays en développement. Aspect environnemental, avec la réduction des voyages de la part d'experts de l'ITC et des personnes formées, et besoin de mieux évaluer l'impact de nos formations grâce aux test à distance et au suivi en ligne.
<b>Budget</b>	€ 500,000 pour le développement d'une offre modulaire de cours en ligne, sa dissémination et intégration dans les programmes de formation propre des institutions locales ou régionales, notamment au niveau sectoriel.
<b>Durée</b>	2 ans

## Building Awareness

### Market research and analysis capacity building of TSIs and exporters

<b>Region</b>	Global with 9 countries to be defined in consultation with donor(s)
<b>Description</b>	<p>Designed for TSIs in developing countries, this is an initiative in the form of a course over 4 to 6 months, which builds the capacity of export advisors to advise companies about market analysis and research. It provides a unique blend of online and face-to-face training and it equips the trained TSI with not only a detailed 160 page hand-book but also a comprehensive body of online content that they can customize to their national context and provide to their exporting constituency as part of their suite of trade support services.</p> <p>The impact of this course is a certified TSI whose advisers have greater knowledge about market analysis and research and who provide better advice to exporting companies.</p>
<b>Origin</b>	ITC based on beneficiary country demand
<b>Budget</b>	€ 862,000
<b>Duration</b>	3 years

## Building Awareness

### Market news service e-journal

<b>Country/Region</b>	ACP countries
<b>Description</b>	<p>The project objectives are to:</p> <p>A. Increase the capacity of Trade Support Institutions (TSIs) and SMEs to make informed decisions for their strategic development and for export success by enabling them to:</p> <ul style="list-style-type: none"><li>- Keep track of market developments;</li><li>- Check up to date/ real time price information;</li><li>- Identify export opportunities in target markets;</li><li>- Access historical data, 10 years back;</li><li>- Analyze trends, notably in areas such as quality, standards, non-tariff measures.</li></ul> <p>B. Develop the capacity of developing country TSIs to act as information focal points and to produce customized just –in-time market intelligence newsletters covering latest developments and trends in local, and regional markets, particularly focusing on supply side, local production and export offer issues, including price information, and regulatory updates on selected products.</p>
<b>Origin</b>	TSIs and enterprises repeatedly quote the lack of access to reliable and timely information as the main challenge they face (source: annual ITC Client Survey).
<b>Budget</b>	€ 500,000
<b>Duration</b>	2 years

## Enhancing Policies

### National export strategy development programme

<b>Country/Region</b>	Up to nine (9) countries (regionally focused or otherwise) to be jointly agreed by the donor(s) and ITC
<b>Description</b>	<p>This is a proposal for the provision of technical assistance in:</p> <ul style="list-style-type: none"><li>• the design of up to nine (9) National Export Strategies (NES) complete with detailed plans of action. This is achieved through inclusive participative processes involving all national development actors, including private and public stakeholders, and civil society representatives;</li><li>• capacity-building in the implementation management of these strategies;</li><li>• the implementation of key priority activities, identified in each NES plan of action.</li></ul> <p>This proposal thus covers the design of up to 3 NES per year during the first three years. Following formal endorsement by the authorities and the private sector in the respective country, each NES will then be followed by up to two years of capacity-building and organizational support in implementation management, in order to enable counterparts to effectively manage, coordinate, monitor results and mobilize additional resources for the implementation of these strategies. To gain rapid momentum and impact, the project also covers the implementation by ITC technical sections, of agreed priority activities identified in each NES. These priorities will revolve around areas such as enterprise competitiveness, sector development, institutional strengthening, trade intelligence, poverty reduction, and policy advocacy. In this regard, the project allows maximum flexibility in the allocation of funds at the NES implementation stage. It should be noted that these activities would represent only a part of the aggregate priorities identified in the NES plans of action.</p>
<b>Origin</b>	The project is designed in response to specific requests for ITC technical assistance in export strategy design and management from several countries including Antigua & Barbuda, Armenia, Central African Republic, Benin, Guyana, Kenya, Kyrgyzstan, Saint Lucia, Togo, Zambia, Uganda, Vietnam and Yemen.
<b>Budget</b>	€ 18 million
<b>Duration</b>	5 years

## Supporting Enterprises

Building organisational and contractual capabilities for market-oriented smallholder producers' organisations and cooperatives in the agri-business sector

<b>Country/Region</b>	Global
<b>Description</b>	<p>The project seeks to strengthen the organisational, and contractual capacity of market-oriented smallholder farmers' and producers' organisations in the following areas:</p> <ul style="list-style-type: none"> <li>- structuring and managing enterprise-oriented producers' cooperatives;</li> <li>- clustering of associations to achieve scale and bargaining power;</li> <li>- providing contractual training and templates on various agreements including contract farming;</li> <li>- proposing mechanisms to resolve disputes locally.</li> </ul> <p>These goals will be achieved not only through specialised training material and contract models, but primarily by building capacity, nationally, of advisers specialised in the organisational, managerial and contractual dealings of agri-producers organisations. The advisers will serve as multipliers which will allow the project to reach the farm fields.</p>
<b>Origin</b>	Based on recent international and national assessments which have identified specific areas where there is a high need to offer advice and build-up capacity for enterprise-led cooperatives and other such associative arrangements.
<b>Budget</b>	€ 1 million
<b>Duration</b>	2 years

## Supporting Enterprises

### Sustainable Employment through Export Development Programme (SEED)

<b>Country/Region</b>	Arab States
<b>Description</b>	The SEED (Sustainable Employment Through Export Promotion) Programme is a two track programme, which allows for a faster ITC response time to urgent country requests and that focuses resources on sector-specific projects that have a direct or indirect impact on unemployment through exports. This programme would address the needs voiced by various Arab States to have a fast and tailored response mechanism to address trade-related challenges in light of the “Arab Spring.”
<b>Origin</b>	The need for a faster overall response mechanism for tackling the unemployment challenge in the Arab States through trade and exports has been articulated directly by the countries affected by the “Arab Spring” with a request to have more effective and faster response mechanisms in this time of political and social transition. Representatives of Permanent Missions in Geneva reinforced the need for organizations like ITC to be rapidly responsive to requests during an Arab Open Doors Event held in June 2011.
<b>Budget</b>	€ 6,600,000
<b>Duration</b>	4 years

## Supporting Enterprises

### Asia and Pacific SME Knowledge and Finance Regional Centre

<b>Country/Region</b>	Asia Pacific
<b>Description</b>	<p>The development objective of the project is to promote inclusive growth, contribute to job creation and reduce poverty. The project addresses the acute shortage of formal and affordable finance for exporting and export-ready small and medium-sized enterprises (SMEs). Limited access to finance is a major impediment to SME growth, competitiveness and inter-regional trade in the Asia-Pacific region.</p> <p>To achieve this objective, the project will set up an apex organisation to respond effectively to the needs of the region, specifically the four pilot countries, and generally the remaining 38 countries, that are part of the ADFIAP network. The regional project will facilitate access to finance and improve the competitiveness of exporting and export-ready SMEs under the project. By increasing SME access to credit and financial services, the project will stimulate the production of exports and contribute to job creation, increased incomes and poverty reduction in the pilot countries. The project will promote better dialogue among stakeholders, advocate sound management practices and innovative approaches to SME financing, facilitate knowledge sharing and support exporting and export-ready SMEs in the sectors with export potential.</p>
<b>Origin</b>	<p>The origin of the project is the November 2008 annual conference of CEOs of Development Banks from Asia and the Pacific convened in Kuala Lumpur by the Association of Development Finance Institutions of Asia and the Pacific (ADFIAP). ADFIAP, with 122 member institutions in 43 countries, is the focal point of all national development banks and other financial institutions financing various development initiatives and programs in the Asia-Pacific region. In response to a request for assistance from ADFIAP, ITC's Senior Management Committee approved funding and signed memorandum of understanding (MOU) with ADFIAP and the International Institute for Trade Development to conduct a study and a needs assessment of the financial industry and identify potential trade-related technical assistance requirements of exporting and export-ready SMEs in the region.</p> <p>On the basis of the findings of the study, ADFIAP and the ITC collaborated in developing a project proposal for the creation of an "Asia and Pacific SME Knowledge and Finance Regional Centre". The proposed Regional Centre would be dedicated to enhancing access by exporting SMEs to affordable finance in four pilot countries: Lao People's Democratic Republic, Nepal, Samoa and Vanuatu.</p>
<b>Budget</b>	€ 1,900,000
<b>Duration</b>	3 years

## Supporting Enterprises

### Certified trade advisors programme (CTAP)

<b>Country/Region</b>	Five (5) selected countries to be decided with donor(s)
<b>Description</b>	<p>In a fast changing business environment, exporters face strong competition from companies operating in global value chains. Doing business for these enterprises means the ability to balance managerial skills, production capabilities and marketing expertise to meet international market demand and international standards. To be competitive, enterprises must understand end-market requirements, plan strategically, manage resources, set-up robust operations, produce marketable products, and reach their target customers through the right channels. For these companies to develop and grow sustainable exports, it is critical that they have access to business development services that are adapted to their needs today, and in the longer term.</p> <p>To respond to these challenges, ITC designed the Certified Trade Advisers Programme (CTAP). CTAP is a competency-based training programme for advisers which has been deployed in more than 40 countries and has proven its effectiveness in terms of development of advisory skills in the field of international competitiveness. The ultimate goal of CTAP is to reinforce the international competitiveness of small and medium-sized exporting enterprises.</p> <p>CTAP is designed to develop and deploy the skills of advisers in the field of international business competitiveness who will then advise enterprises on such issues and help them be better equipped in the international arena. At the conclusion of the programme, participants who will demonstrate the required competencies will be certified as “Export Management Development Advisors” and will be entitled to carry out advisory services on behalf of ITC and the partner institution using ITC’s tools and materials.</p> <p>At the end of this programme, certified advisers are able to:</p> <ul style="list-style-type: none"> <li>develop internationally competitive strategic business plans;</li> <li>conduct rigorous and relevant business diagnostics using ITC’s tools and methodology to improve exports</li> </ul> <p>The programme is implemented jointly with a national partner trade or export promotion institution.</p>
<b>Origin</b>	The programme is part of ITC’s programmes to enhance the competitiveness of small and medium-sized exporters
<b>Budget</b>	€ 1.1 million
<b>Duration</b>	2 years

## Supporting Enterprises

### Capacity building of SMEs in supply chain management

<b>Country/Region</b>	Selected countries to be decided with donor(s)
<b>Description</b>	<p>This initiative offers a unique and well-established service to help SMEs and exporters improve the competitiveness of their enterprise by enhancing their capacity to overcome supply chain challenges and operational issues. ITC's Modular Learning System in Supply Chain Management (MLS-SCM) is a vocational training for managers and professionals from the industry. The training encompasses practical, comprehensive and up-to-date supply chain management concepts, tools and best practices in areas ranging from purchasing specifications, supplier management, negotiation, operations and inventory management to logistics and customer relationship management.</p> <p>The MLS-Supply Chain Management programme is delivered through training and professional certification by a global network of over a 100 licensed institutions in over 50 countries in Africa, Asia and Latin America. This institutional base helps sustain the skills and knowledge at the country-level, and meets the localisation needs while connected to the export requirements and global trends in supply chain management. The programme is self-financed by the licensed partner institutions, in order to guarantee long term sustainability and large scale dissemination of the programme.</p> <p>Over 20,000 professionals in purchasing supply chain operations and management have benefited from the training and certification programme. Many of them have applied the tools and methodologies to save costs, improve efficiencies and make their enterprises more competitive and their products and services more value-added.</p> <p>The purpose of the investment required is to:</p> <ul style="list-style-type: none"> <li>- Continue the programme expansion across geographies, especially countries of Africa, the Caribbean and the Pacific zones.</li> <li>- Support the development of an online E-learning platform that will support the existing licensee networks , ensure wide scale dissemination in country, where the majority of the licensees operate predominantly from capital cities, making it impossible for SMEs to benefit from the programme throughout the entire country.</li> <li>- Support the development of customized training programmes (radio, t.v.) to ensure dissemination of supply chain training to the poorest populations, such as farmers and small producers</li> <li>- Develop a capacity building programme aiming at training expert advisers on Supply Chain Management who are able to assist SMEs at enterprise level.</li> </ul>
<b>Origin</b>	Requests of many beneficiaries and partners of ITC due to the success and impact of the MLS-SCM programme in enterprises world-wide.
<b>Budget</b>	€1.8 million
<b>Duration</b>	4 years

## Supporting enterprises

### Access to finance for exporting SMEs

<b>Country/Region</b>	Lao People's Democratic Republic, Nepal, Samoa and Vanuatu
<b>Description</b>	<p>Asia-Pacific exporting SMEs and SMEs in general face an acute problem of accessing finance from the formal commercial banking system. Access to finance is curtailed by existing (bankruptcy) laws that do not protect the interests of lenders; a non-transparent judicial system where the courts are perceived as lacking independence, resulting in poor contract enforcement; and the widespread use of fixed asset collateral-based lending. Other constraints include poor SME management practices and financial recordkeeping; the limited capacity of the banks to assess and manage SME risk; short-term high interest loans for SME borrowers; and low economies of scale and high interest rates due to the relatively small pool of eligible borrowers.</p> <p>The project will set up a Regional Centre with an electronic platform to assess loan requests so as to respond effectively to the needs of the region, and specifically the four pilot countries of the project. The Regional Centre will coordinate training and coaching activities of its team of counsellors and coaches in the beneficiary countries and disseminate good practices on SME finance through an e-platform to exporting and export-ready SMEs in priority sectors (for example, fresh fruits and vegetables, organic agri-foods, silk, textiles and handicrafts).</p> <p>Expected project outcomes:</p> <p>The project will provide support to approximately 750 exporting and export-ready enterprises in the four countries to access finance and grow their businesses. The project will also build the capacity of at least 12 TSIs to provide training and advisory services to their members and develop policy proposals on promoting greater financial inclusion for exporting SMEs.</p> <p>The outcomes promoted by the project include ensuring that the Regional Centre delivers capacity building and advisory services to TSIs, SME managers and financial institutions; enhances the financial management capacity of TSIs and SMEs; and improves intra-regional dialogue among TSIs, financial institutions and SMEs and bridges the knowledge gap by improving financial management and reporting mechanisms. Additionally, the sustainability of the Regional Centre's services will be ensured through a cost recovery business model.</p>
<b>Origin</b>	The Association of Development Finance Institutions of Asia and the Pacific (ADFIAP) and its membership, representing 130 development finance institutions in 45 countries.
<b>Budget</b>	€ 1.7 million
<b>Duration</b>	3 years

## Supporting Enterprises

### Access to finance for exporting SMEs (continued)

<b>Country/Region</b>	Malawi and Zambia
<b>Description</b>	<p>High borrowing costs and limited access to finance are major constraints to MSME growth and competitiveness in Malawi and Zambia. Financiers view the agricultural sector as particularly high risk and have therefore imposed restrictive collateral requirements, high interest rates and short lending terms to smallholder farmers. SMEs in agribusiness not only constitute the missing middle in terms of access to finance, but also suffer from the rural finance gap.</p> <p>ITC's Access to Finance for SMEs Programme aims at helping these MSMEs access finance. To achieve that mandate, the programme helps MSMEs improve their financial management and business plan development skills by partnering with trade support institutions (TSIs) and local financial management counsellors. Financial institutions are also partnered with to offer favourable lending conditions to beneficiary exporting MSMEs. Guarantee funds and/or lines of credit are facilitated with development banks and agencies to further cover the risks related to lending to MSMEs.</p> <p>The expected outcomes of the project are as follows:</p> <p>Exporting agribusiness MSMEs have good financial management skills, enabling them to access finance that suits their needs and is financially sustainable. This is achieved with the financial management coaching delivered through TSIs.</p> <p>Bank lending to the agriculture MSMEs is increased as bank officers are better equipped to assess risks in SME lending. Credit officers are able to identify promising MSMEs and fast tracking of credit approval reduce costs, while the credit lines made available by a development finance institution create an incentive to increase MSME lending.</p> <p>Understanding of risk management and insurance mechanisms is improved, contributing to a narrowing rural finance gap.</p>
<b>Origin</b>	Development of the agricultural sector is a national priority for Malawi and Zambia, as stated in their national development strategies.
<b>Budget</b>	€ 600,000
<b>Duration</b>	2 years

## Supporting Enterprises

### Branding products/services in markets

<b>Country/Region</b>	Selected countries
<b>Description</b>	<p>On average less than 10 % of the value created through exports of agri-food products is retained in country. To address this issue, ITC and WIPO are developing a joint methodology and a working model combining IP with marketing and branding. The model can be effectively replicated in other countries and sectors. ITC will provide the branding umbrella methodology within which IP will be positioned. WIPO will lead the development of the IP strategy. An innovative joint approach will be piloted with Zanzibar cloves.</p> <p>The challenge is not only to help exporting SMEs get access to foreign markets. Developing countries need to optimize the revenues generated through exports with a differentiated offer, using branding at a national/regional, sector and enterprise level. This effort needs to be backed up by an efficient value chain, including strong trade support institutions.</p> <p>ITC offers an innovative portfolio of services to help exporters improve their marketing, sales and branding skills and most importantly to identify market opportunities. ITC's portfolio also includes programmes for improving value chain for export, covering all the critical aspects of SMEs (export management, branding, marketing, electronic commerce, mobile solutions, supply chain, packaging and labeling, quality and standards).</p> <p>The branding methodology developed by ITC entails the following main steps:</p> <ul style="list-style-type: none"> <li>- Audit and research to establish the baseline</li> <li>- Stakeholder alignment and set up of brand champion team</li> <li>- Development of the brand strategy, including brand vision, brand values and attributes,</li> <li>- Setting up of the brand blueprint</li> <li>- Development of legacies and success stories backing up the brand</li> <li>- Activation of the brand programme delivery</li> </ul>
<b>Origin</b>	ITC/WIPO joint agreement about developing an innovative ITC branding methodology and tools developed by WIPO to optimize value at source.
<b>Budget</b>	€ 1.8 million for 3 countries
<b>Duration</b>	3 years

# Strengthening Trade Support Institutions

## Aménagement d'un environnement juridique propice aux affaires en Haïti

<b>Pays/région</b>	Haïti
<b>Description</b>	<p>Les deux axes du projet ont chacun fait l'objet de travaux pilotés par le Ministère du commerce avec l'ITC, impliquant 10 Ministères du Gouvernement haïtien, le secrétariat à la Présidence, la Primature, le Parlement, et la société civile.</p> <p>1. Le premier axe (appui à l'adoption de traités du commerce international déjà sélectionnés), vise à donner suite aux travaux d'inventaire et de priorisation des traités commerciaux accomplis sur la base d'un protocole d'accord tripartite, signé en octobre 2009 par le PNUD, le Ministère du commerce (via le Ministère de la Planification) d'Haïti et l'ITC. Ce protocole d'accord avait été conclu à l'initiative du Centre de la Libre entreprise et du développement (CLED) d'Haïti, lequel avait insisté auprès des autorités locales pour que l'ITC soit chargé en qualité d'agence d'exécution, d'appuyer Haïti à faire l'inventaire de ses engagements multilatéraux et former ses cadres dans le public et à l'Université. Bien que modeste, le financement du PNUD (70.000 USD) a permis de réaliser avec succès tous les objectifs du projet, en dépit du tremblement de terre de janvier 2010 qui n'a fait qu'interrompre la mise en œuvre du protocole d'accord.</p> <p>Lors de la table ronde finale de décembre 2011, réunissant plus de 10 Ministères, le Secrétariat de la présidence, des représentants du parlement et du secteur privé, sous l'égide du ministère du commerce, il a été convenu que Haïti intégrerait dans son ordre juridique internes 44 traités et 8 lois-types internationaux portant notamment sur les contrats, le commerce électronique, les transports, la gouvernance, la protection des biens culturels, la propriété intellectuelle, la protection contre les pollutions des navires. Il existe une grande motivation dans les milieux public et privé haïtiens pour avancer en ce sens.</p> <p>2. Le second axe touche à la réforme du droit haïtien des sociétés. Qu'il suffise d'observer que les dispositions du droit des sociétés d'Haïti datent pour l'essentiel du code napoléonien, avec de légères modifications en 1944. Ainsi, par exemple, la faillite est passible d'emprisonnement. Les formes modernes de sociétés, telle la société à responsabilité limitée, n'existent pas, sans parler des sociétés unipersonnelles réclamées par les femmes entrepreneurs, ni du statut d'auto-entrepreneur qui permettrait aux petits métiers et à l'artisanat de s'intégrer dans le formel.</p> <p>Ces mesures auraient pour effet de supprimer certains frais de constitution, simplifier la création d'entreprise, moderniser les modes d'échanges économiques et réduire les coûts de transaction au commerce pour les PME, qui s'en trouveraient plus compétitives localement et dans leurs opérations à l'export.</p>
<b>Origine</b>	Il fait suite à une demande du Gouvernement haïtien datant de fin décembre 2011 qui relance l'ITC sur plusieurs demandes adressées au cours des dernières années, ainsi qu'à diverses actions modestes en ce sens menées conjointement par le Ministère du commerce haïtien et l'ITC.
<b>Budget</b>	€ 1,115,000
<b>Durée</b>	3 ans

## Strengthening Trade Support Institutions

Harmonization of international commercial contractual practice in developing and least developed economies

<b>Country/Region</b>	Global, countries to be selected with donor(s)
<b>Description</b>	The purpose of this project is to build sustainable capacity for TSIs, chambers of commerce, and professional associations on international contract negotiation and drafting so that they may provide this service to their SMEs. The project also aims at improving the business environment and harmonization of commercial practices.
<b>Origin</b>	Requests expressed by TSIs, Chambers of commerce, Lawyer groups and other clients from 51 countries during an international survey was carried out in 2008 by ITC.
<b>Budget</b>	€ 250,000
<b>Duration</b>	2 years

# Strengthening Trade Support Institutions

## Creation and promotion of regional TSI network in SPECA countries

<b>Country/Region</b>	SPECA Countries: Afghanistan, Azerbaijan, Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan
<b>Description</b>	<p>Despite SPECA countries recent efforts to diversify their economies, the countries continue to face an urgent need to move away from their present status as energy and commodity exporters. In most SPECA countries, trade development is constrained by a small domestic market and weak local supply. As SMEs struggle to become export competitive in new markets, they need more assistance from domestic trade support institutions (TSIs).</p> <p>Regional integration has a great potential to facilitate access to nearby markets and to contribute to a better positioning of the region in the world economy, thus stimulating investment, economic development and growth. However, in the SPECA region, regional cooperation may be jeopardized due to a various security threats and other factors, thus new and creative ways to respond to them are needed.</p> <p>The present ITC project represents such a solution, directly aiming at contributing to the regional integration process, through the creation and promotion of a regional network of trade support institutions (TSIs) in the SPECA region.</p> <p>While there seems to be a consensus among some TSIs in the SPECA region that value-added services could be produced if national TSIs worked in a network, such a network has not yet been established. This is due to (a) lack of a model for integrating multiple TSIs into a collaborative platform and (b) lack of a leadership that would ensure continued interest and commitment from its members.</p> <p>The project will aim to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. A regional strategy and operating plan endorsed with a view to establishing the collaboration modalities of the TSI network.</li> <li>2. The new TSI network is operational and perceived by stakeholders in the SPECA region, including SMEs, as a credible provider of trade support services.</li> <li>3. The new TSI network enabled to participate effectively in global and interregional trade development fora and promoted at the interregional and global levels.</li> </ol>
<b>Origin</b>	The project is designed in response to specific request for ITC assistance expressed by national TSIs (such as KazNex, AzPromo, Afghanistan Export Promotion Organisation) at SPECA's Aid-For-Trade Ministerial Conference (Baku, Dec. 2010); it is also in line with the regional priorities laid out in the SPECA Aid-for-Trade Ministerial Declaration. The project draws on ITC's expertise in building capacities of TSIs and its past and present extensive experience in the region.
<b>Budget</b>	€ 2 million
<b>Duration</b>	3 years

## Mainstreaming Inclusiveness and Sustainability

### Trade Facilitation for Women Informal Cross-Border Traders and MSMEs in the EAC

<b>Country/Region</b>	East Africa
<b>Description</b>	The purpose of the project is to create an efficient, more predictable, inclusive business environment that is conducive for informal and MSME women cross-border traders in East Africa and South Sudan to transition from informal to formal trade. The project aims to reduce cross-border trade impediments and build the capacity of informal and MSME women traders to comply with cross-border formalities and access appropriate business services to increase formal exports to neighbouring countries.
<b>Origin</b>	The regional trade facilitation project for the East African Community (EAC) and South Sudan is a follow-up to the Trade Facilitation Phase I project for Ugandan women informal cross-border traders. This project plan is based on a project idea for the EAC region that was developed by the Business Environment Section BE/DBIS as a follow-up of Phase I.
<b>Budget</b>	€ 1,400,000
<b>Duration</b>	2 years

## Mainstreaming Inclusiveness and Sustainability

### Linking women entrepreneurs to the tourism value chain in the Pacific

<b>Country/Region</b>	Asia Pacific
<b>Description</b>	This initiative seeks to partner up with leading cruise lines and relevant Trade Support Institutions in the region to foster market opportunities for women producers in the Pacific. The project focuses on handicrafts/gift sectors and possibly the service sectors in Fiji, Samoa, Tonga, and Vanuatu by helping them to establish the linkage with the cruise ship industry which has shown a strong demand for such products/services and by strengthening the relevant Trade Support Institutions in these countries.
<b>Origin</b>	<p>The project traces its origins in the Mission of the ITC Executive Director to the Pacific which took place in 2009. During this mission, new contacts were established in the region notably with AusAID, NZAID, PIFS and Carnival Australia whose clients have shown a strong interest in buying local handicrafts and gifts during cruise trips to Pacific islands. Carnival Australia is part of Carnival Corporation, one of the world's largest cruise holiday operators with 11 iconic brands and a combined fleet of 97 ships at present. It accounts for 300 cruise ship visits to around 50 South Pacific destinations each year and expects the number of cruises and passengers to increase significantly as the cruise industry continue to expand.</p> <p>This presents an excellent opportunity to the Pacific island countries particularly the women entrepreneurs to benefit economically from the cruising trips if a good linkage is established between the cruise ship industry and the handicrafts and the service sectors in the region.</p> <p>Following the visit of the ITC Executive Director to the region, ITC was requested by AusAID to implement a project aimed at empowering women entrepreneurs in the Pacific to maximise existing export opportunities in regional markets. Under this project, two separate forums focusing on strengthening trade opportunities for Pacific women in business were held in 2010 in Port Vila, Vanuatu and Auckland, New Zealand with the financial support from AusAID.</p> <p>These events confirmed that, though some advances have been achieved, there remains a demand for practical solutions to increase the knowledge of Pacific women entrepreneurs and enable them to participate fully in local, regional and international economies. From a technical perspective, the project approach envisaged is in line with the call of the Platform for Action on Sourcing from Women Vendors which was launched at the World Export Development Forum in 2010 as an outcome of the Senior Executive Round-table on Integrating Women into Global Value Chains.</p>
<b>Budget</b>	€ 1,700,000
<b>Duration</b>	3 years

## Mainstreaming Inclusiveness and Sustainability

Improved market access, value addition, food and nutrition security for cassava and agri-food farmers in Liberia

<b>Country/Region</b>	Africa
<b>Description</b>	<p>Expected outcomes:</p> <ol style="list-style-type: none"> <li>1. Cassava and agri-food stakeholders will be oriented towards markets, Market-led value chain development plans will be derived with stakeholders, Implementation of ITCs and other agencies development activities will be organised through a private-sector led coordination committee aligned to the strategy.</li> <li>2. Pilot “short” demonstration market-led, broad-based, inclusive and sustainable cassava value chains producing a variety of food products throughout the whole year to distribute safe, healthy, high quality and competitive cassava-based products. These will be linked to higher value markets built up within Liberia and/or with cross-border food-deficit regions (in Côte d'Ivoire, Guinea and Sierra Leone);</li> <li>3. Cassava-related food policies and institutions will be strengthened. Related trade, business development and farm-level support services will be made available and accessible to poor smallholder farmers (incl. Women and youth).</li> </ol>
<b>Origin</b>	Donor Requests, Host Country Counterpart requests
<b>Budget</b>	€ 2 million
<b>Duration</b>	4 years

## Mainstreaming Inclusiveness and Sustainability

### Coconut and coconut products from Pacific and Caribbean States

<b>Country/Region</b>	Pacific, six (6) countries to be decided with donor(s)
<b>Description</b>	<p>ITC's proposed activities to improve the livelihoods of poor communities in 6 Pacific countries that rely on coconut products for income generation involving four result areas:</p> <ol style="list-style-type: none"> <li>1. Market orientation, problem-solving &amp; decision-making capabilities of coconut and agri-food men &amp; women sector stakeholders improved. Value chain development strategies defined with stakeholders and implementation organised;</li> <li>2. Coconut sector and community organisation services improved to providers offer a range of services to support men &amp; women in coconut and inter-cropping value chain growth;</li> <li>3. Value chain performance improvement demonstrated. Selected new products &amp; market linkages initiated increasing income &amp; unit value;</li> <li>4. Private sector planning workshop organised with regional distribution and transport services to improve transport availability. Regional Organisations assisted to act upon regional aspects of coconut and agri-foods sector strategies, align resources, coordinate policy changes and implement through regional technical agencies.</li> </ol>
<b>Origin</b>	Countries within the region and ACP Secretariat. Six countries wrote to ITC and the Secretariat in 2011 requesting an ITC sector development approach for coconuts in Samoa, Tonga, Fiji, Vanuatu, Solomon Islands and Tuvalu.
<b>Budget</b>	€ 9.8 million
<b>Duration</b>	4 years

# Mainstreaming Inclusiveness and Sustainability

## Building organizational, contractual, and networking capabilities for smallholders

<b>Country/Region</b>	Benin, Mali and Senegal / West Africa Cameroon, Chad and Congo Republic / Central Africa
<b>Description</b>	<p>These projects will enable producers' communities, cooperatives and other smallholder farmers' associations to take better strategic decisions on choosing the appropriate structure most suitable for market-oriented organisations and networks in order to achieve scale in production, reinforce commercial bargaining power and have greater involvement and weight in policy decision making processes.</p> <p>The main priority of this proposal is to address the food insecurity of the most vulnerable populations which are not easily accessible through conventional EU programmes addressing food security problems. Projects interventions will contribute to achieving MDG 1, through a set of actions which ensure overall coherence, complementarity and continuity of EU interventions, including in the area of transition from relief to development as well as in particularly fragile situations.</p> <p>The main partners include the global players in the field of agriculture and food security, such as the UN organizations, notably the three Rome-based UN agencies (FAO, IFAD and WFP), with whom more strategic cooperation will be envisaged. In addition, the Food Security Thematic Programme will be implemented in partnership with continental and regional organizations in Africa, Asia and Latin America, donor and civil society organizations and platforms, non-state actors, non-governmental organizations and, in specific situations, national, regional or local authorities.</p> <p>As these projects intend to support the rural poor and vulnerable farmer's organizations, priority will be given to organizations regrouping or clearly representing or addressing the interests of small-scale farmers.</p>
<b>Origin</b>	<p>Development of new regulations regarding the creation and the functioning of cooperatives in Africa, e.g. new OHADA commercial law on cooperatives for 16 African countries entered into force in 2011.</p> <p>An on-going ITC project in Senegal funded by the Netherlands has shown the need to support smallholder farmers associations and notably cooperatives in Africa in order to enable them to better link with the market.</p> <p><i>"Food Security Thematic Programme - Thematic Strategy Paper 2011-2013"</i>: this paper gives the EU policy framework regarding the international food security situation in the world. This document contains the Thematic Strategy and Multiannual Indicative Programme (MIP) of the Food Security Thematic Programme (FSTP) for the period 2011-2013. Lessons learnt from the first phase of the Thematic Strategy (2007-2010) and the recent Communication <i>"An EU policy framework to assist developing countries in addressing food security challenges"</i> have prepared the ground for the second phase of the FSTP. The Development Cooperation Instrument (DCI) is the legal basis for the FSTP.</p>
<b>Budget</b>	€ 3 million
<b>Duration</b>	3 years

# Mainstreaming Inclusiveness and Sustainability

## Connecting SMEs to markets through mobile and web-based solutions

<b>Country/Region</b>	3 selected countries (ACP)
<b>Description</b>	<p>In order to strengthen export capacity of enterprises to respond to market opportunities, web and mobile business solutions have emerged as powerful platforms to enhance the competitiveness of enterprises (SMEs and MSMEs) from developing economies. Indeed, ICTs play a vital role in advancing economic development and reducing poverty is more recognized than ever before.</p> <p>Innovative, digital technologies foster the exposure of the beneficiaries to new markets and give them opportunities to linkage and transact with buyers at the domestic, regional and international levels. More specifically, web and mobile marketing, business matching, financial and sales solutions can empower SMEs in a new way.</p> <p>In this context, ITC brings expertise to increase leads and sales through direct access to the market powered by web and mobile tools. ITC has a track record in reaching out to young entrepreneurs who are keen users of online networks and tools, improving at the same time SME/MSMEs' capacity to access financial services and mitigate risks.</p> <ul style="list-style-type: none"> <li>• Capacitating SME managers on mobile- and Web-enabled business development and market access</li> </ul> <p>Mobile platforms such as ITC's Trade at Hand (T@H) offer a mobile link with buyers and sellers, regardless of their location, optimizing the value chain. T@H allows posting and viewing product offers and other information, through the mobile phone data and voice services. Offers can also be seen on a dedicated website and subscribed users can access contact information on the sellers. The project will deploy the service and capacitate beneficiaries to use it, while connecting them with buyers locally and in a cross-border trade context</p> <ul style="list-style-type: none"> <li>• Linking SMEs to global markets through local TSIs and leveraging social media</li> </ul> <p>The Internet is a primary channel for information dissemination and promotion; it is also increasingly a platform for transactions from company to company (B2B) company to customer (B2C): the project will bring selected SMEs, with the support of local TSI to connect with global markets. The project will leverage social media, which have recently emerged as a powerful and affordable channel to expand reach and connect with clients and leads.</p> <ul style="list-style-type: none"> <li>- Expected impact:</li> <li>- Increased participation of exporters from ACP countries in regional/international trade by using innovative technologies.</li> <li>- As collateral, the project will reduce travel costs and ITC's carbon footprint by heavily relying on Web and mobile technologies.</li> </ul>
<b>Origin</b>	Successful implementation of Mobile Solutions and Web marketing & e-commerce projects
<b>Budget</b>	€ 1,050,000
<b>Duration</b>	2 years

## Supporting Regional Integration and South-South Trade

### Promoting regional economic integration

<b>Country/Region</b>	ACP regions: approximately 35 countries
<b>Description</b>	<p>New challenges in the global marketplace are calling for new approaches, new ideas and innovative mechanisms for information exchange, collaboration and decision-making among the various institutions supporting trade development and promotion. In the complexity of today's international business environment, the needs of the business community are very diverse especially in accessing international markets. In the ACP regions, SMEs facing these challenges will significantly benefit from enhanced networking mechanisms between TSIs and TPOs (Trade support and trade promotion organizations) to bring them the right combination of skills, experience and resources. Furthermore, in joining forces and resources and acting as a network, the specialized TSIs/TPOs can exert lobbying power and be in a stronger position to influence policy and decision processes affecting their respective industry and related business environment.</p> <p>This project will aim to improve regional economic integration in ACP regions through effective networking mechanisms among TPOs and TSIs and will focus on two main interventions:</p> <ul style="list-style-type: none"> <li>• Component 1: Assessing and benchmarking the organizational performance of TPOs/TSIs to define key areas for improvement that can be reinforced through capacity building activities at regional level through fruitful exchange of experiences and at national level through individual training to selected TSIs/TPOs.</li> <li>• Component 2: Developing institutional networking mechanisms to support export development in the ACP regions</li> </ul> <p>The capacity building activities (defined by the TPO benchmarking assessment) will mainly tackle 5 areas of importance to TPOs/TSIs: institutional assessment, strategy and management, service portfolio design, network development and performance assessment.</p> <p>Through this project, TSIs will be empowered to become multipliers in the field and create stronger networking mechanisms to better respond to the needs of the business community and ensure SMEs have access to international markets</p>
<b>Origin</b>	Lessons learnt and recommendations emerging from similar ITC initiatives
<b>Budget</b>	€ 1.8 million
<b>Duration</b>	3 years

## Supporting Regional Integration and South-South Trade

### Promoting regional economic integration (continued)

<b>Country/Region</b>	Indian Ocean Commission, East African Community (EAC), Southern African Development Community (SADC) and West African Economic and Monetary Union (UEMOA).
<b>Description</b>	<p>The objective of this project is to promote regional economic integration among developing countries in the IOC, UEMOA, SADC and EAC regions with a view to supporting their sustainable economic development and contributing to poverty reduction. More specifically, this project will aim to:</p> <ul style="list-style-type: none"> <li>• Raise awareness and increase the capacity of the private sector to better understand existing regional trade agreements and to participate in, and influence important regional trade negotiations, including intra and inter-regional trade liberalization processes.</li> <li>• Enhance production and trade in key sectors of economic development by building the capacity of Trade Support Institutions (TSIs) and Regional Economic Communities (RECs) in trade support services and by addressing major supply-side constraints of SMEs through South-South cooperation.</li> <li>• Promote South-South trade by identifying new market opportunities in selected sectors and regions, which will set the basis for enhanced North-South business partnerships.</li> </ul> <p>It is envisaged that the programme will achieve the following main results through its activities implemented in the IOC, UEMOA, EAC and SADC regions:</p> <ul style="list-style-type: none"> <li>• Increased participation of, and influence by the private sector in key regional trade negotiations, including the EU-ACP negotiations.</li> <li>• Export capacity of SMEs in targeted sectors as having regional trade potential and a significant impact on gender-related issues.</li> <li>• Enhanced cooperation between SMEs, TSIs and RECs in targeted sectors.</li> <li>• Increased intra and inter-regional trade flows in the targeted economic sectors/products, and access to new markets in the North including critical European markets for the sectors chosen for study.</li> </ul>
<b>Origin</b>	This project proposal builds upon 20 years of experience by ITC in providing technical assistance activities to developing countries at the regional level.
<b>Budget</b>	€ 3.5 million
<b>Duration</b>	3 years

# Supporting Regional Integration and South-South Trade

## Good practice in foreign trade representation: a regional approach

<b>Country/Region</b>	<p>Selected ACP countries in:</p> <ul style="list-style-type: none"> <li>- Sub-Saharan Africa : 48 countries</li> <li>- The Caribbean : 16 countries</li> <li>- The Pacific : 15 countries</li> </ul>
<b>Description</b>	<p>The full-fledged FTR Programme of ITC looks into 4 essential dimensions in the work of Foreign Trade Representatives: Networks; Strategies; Services; Management.</p> <p>Lessons of recent training workshops implemented in a number of developing countries suggest the following sequence action for strengthening Foreign Trade Representation networks in a region or with a group of countries:</p> <p>Phase 1- Organizing regional meetings of Foreign Trade Representatives based in the same capital for sharing good practice (Note: this exercise involves foreign trade representatives from both developing and developed countries)</p> <p>Outputs – Motivation for change is created, and trade representatives are aware of: innovative services delivered to exporters; gaps to be filled in order to make their FTR network more effective; conditions for delivering effective services to exporters; processes, tools and systems to be put in place in order to deliver such services; specific technical assistance and training required to develop these methods, tools and systems.</p> <p>Phase 2 – Consultancies focusing primarily on services and management resources at network level, for a selection of motivated countries</p> <p>Outputs – Clear terms of reference for the network &amp; for individual FTR (job description) defined by network supervisors, with the help of specialists and consultants;</p> <p>Priority services identified and defined; essential processes, methods, tools and systems for the FTR network defined and developed; services streamlined and strengthened.</p> <p>Phase 3 - Training programmes at national level, to extend the implementation of the new methods, systems and services created to the entire FTR networks.</p> <p>Outputs – Consensus reached on the new methods, services and systems to be adopted by the FTR network; individual FTR able to use the new methods, tools, and systems. Productivity of the overseas trade network enhanced.</p> <p>The proposed programme is a comprehensive review of:</p> <ul style="list-style-type: none"> <li>- Which good practices exist in the regions, from which to learn</li> <li>- Which specific difficulties and limitations are met by FTR networks in three regions</li> <li>- What could make these networks more relevant and more effective</li> <li>- Which institutional partners can provide guidance on ways of producing effective FTR services to exporters?</li> </ul> <p>The expected outcome of the programme is a progressive shift from expensive overseas networks without clear focus and poor service offer, to streamlined portfolios of effective FTR services.</p>
<b>Origin</b>	<p>Based on ITC 40 year experience in strengthening foreign trade representatives, on-going of updating and upgrading of tools and services to meet the changing needs of FTR.</p>
<b>Budget</b>	<p>€ 800,000</p>
<b>Duration</b>	<p>2 years</p>

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