JOINT ITC-ISO WORKSHOP ON LINKING TRADE PROMOTION ORGANIZATIONS AND NATIONAL STANDARDS BODIES FOR EXPORT SUCCESS 21-23 JUNE 2011 DAR ES SALAAM, TANZANIA

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The workshop described in this report was organized by the International Trade Centre (ITC) and the International Organization for Standardization (ISO). It was financed by the European Commission as part of the ITC project INT/75/27A “Joining Forces to Empower the African Private Sector Network to strengthen the international competitiveness of SMEs” and by the Swedish Development Cooperation Agency (Sida) as part of the ISO Action Plan for Developing Countries (2011 – 2015).

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Contents

ACKNOWLEDGEMENTS v
1. BACKGROUND 1
2. WORKSHOP OBJECTIVES 1
3. WORKSHOP PREPARATION 2
4. WORKSHOP ATTENDANCE 2
5. WORKSHOP ACTIVITIES 3
  5.1 Conduct of the Workshop 3
  5.2 Programme /Topics Covered 4
  5.3 Ways forward /next steps 10
  5.4 Workshop Evaluation 10
  5.5 Closing of the Workshop 10
6. OBSERVATIONS, FINDINGS AND RECOMMENDATIONS 11
  6.1 Observation 11
  6.2 Findings 11
  6.3 Recommendations 12

Annex A: Programme Outline 13
Annex B: List of Participants 17
Annex C: Summary of Evaluation Forms 22
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ITC and ISO would like to recognize and thank Tanzania Bureau of Standards (TBS) and the Tanzania Trade Development Authority (TANTRADE) for jointly hosting the workshop on “Linking TPOs and NSBs for Export Success”, at the Blue Pearl Hotel, Dar-es-Salaam, Tanzania, 21-23 June 2011.

ITC and ISO strongly appreciate the support of the Swedish Development Cooperation Agency (Sida) and the European Commission for funding the workshop.
1. BACKGROUND

Opportunities for exporters from developing countries have increased with the growth of international trade. However, these opportunities have not been fully exploited because of the inability of exporters to meet the ever-changing quality demands by foreign markets in the form of standards and technical regulations. In order to make full use of these opportunities the exporters from developing countries have to be assisted by providing them with necessary information which will enable them to access foreign markets. Having realized the need to assist the exporters in the form of small and medium-sized exporters (SMEs), many developing countries have set up structures to undertake the supporting functions.

National Standards Bodies (NSBs) have been set up so as to provide standards - national, regional and international - to be used by the exporters. The NSBs often act as the enquiry points for Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS).

The Trade Promotion Organizations (TPOs) are the first contact points for the exporters intending to export. In order for the exporters to get maximum utilization of the NSBs and the TPOs, the need for the two bodies to work very closely is of paramount importance. However, in many developing countries, there is none or minimal form of collaboration between the NSBs and TPOs.

In 2009, the International Organization for Standardization (ISO) and the International Trade Centre (ITC) initiated a unique initiative at a regional level, aimed at linking TPOs and NSBs so as to build a comprehensive and sustainable support system for long-term export success. To explore how such collaboration could be achieved, ISO and ITC jointly organized a regional consultation on “Quality Management: Linking TPOs and NSBs for Export Success” in Malaysia in December 2009. Senior NSB and TPO officials from 16 countries in East, South East and South Asia shared experiences, considered common challenges, discussed good practice cases, and identified initial action points for strengthening cooperation.

As an outcome of the Malaysia workshop, ITC and ISO published a handbook on “Building linkages for export success – Trade Promotion Organizations and National Standards Bodies working together”. It captures the highlights of the consultation and provides additional information where relevant. The handbook was designed for those in NSBs, TPOs and government agencies supporting international trade to show the advantages of closer collaboration to assist exporters. The examples given are drawn from the shared experiences of participants and can be used by developing economies in all regions to review local situations. This handbook therefore offers pointers which countries can utilise to develop approaches to open avenues for institutional collaboration between TPOs and NSBs. This handbook is available in English, French and Spanish and can be downloaded from the ISO and ITC websites at:

http://www.iso.org/iso/standards_development_publications
http://www.intracen.org/Building-Linkages-for-Export-Success

Following the successful event in Malaysia and the joint ITC-ISO handbook, ITC and ISO rolled out a similar event covering the regions of South America, the Caribbean and Central America from 24 to 26 November 2010, in Havana, Cuba, and in Africa. This report covers the workshop for English-speaking countries in Africa that took place from 21 to 23 June 2011 in Dar-es-Salaam, Tanzania.

2. WORKSHOP OBJECTIVES

The workshop was specifically organized to explore ways and means on how the working relationships of the TPOs and NSBs could be improved or enhanced in order to increase the export competitiveness of exporters and SMEs in international and regional markets. The workshop provided a forum for representatives from NSBs and TPOs to find the best approach to develop and strengthen their cooperation. The benefits from the workshop included:

- Sharing experiences and lessons learnt

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1 Information and background material about the ISO-ITC workshops on Linking TPOs and NSBs can be accessed at http://www.intracen.org/exporters/quality-management/ (click on information/events).
• Identifying common challenges to improve collaboration
• Discussing good/best practice cases, and
• Developing countries country action plans to stimulate collaboration between NSBs and TPOs.

3. WORKSHOP PREPARATION

The workshop was jointly organized by ISO and ITC ISO sponsored participants from the NSBs and ITC sponsored delegates from the TPOs from the English speaking sub-Saharan African countries. The Tanzania Bureau of Standards (TBS) and the Tanzania Trade Development Authority (TANTRADE) jointly hosted the workshop. The Swedish International Development Cooperation Agency (Sida) funded the ISO contribution to the regional workshop. At ISO, the event was managed by the Development and Training Services (DEVT).

The ITC contribution was funded by the European Commission (EC) within the framework of the Pro€Invest project “Joining Forces to Empower the African Private Sector Network to strengthen the international competitiveness of SMEs”, Component 3. At ITC, the organization and delivery of the workshop was a joint effort between two sections within the Division of Business and Institutional Support, namely, Enterprise Competitiveness (Export Quality Management Practice) and Trade Support Institution Strengthening.

The preparation of the workshop included:
• Developing the programme of the workshop taking into account the lessons learnt from the previous workshops in Malaysia and Cuba
• Selecting, and inviting workshop participants and arranging their travel (ISO sponsored the NSB participants and ITC the TPO participants)
• Arranging the workshop logistics in Tanzania with national counterparts (ISO responsibility).
• Collecting, reviewing and summarizing the country papers prepared by the participating TPOs and NSBs against a framework template prepared jointly by ISO/ITC
• Identifying speakers among the attending country delegates
• Sending the joint ITC-ISO publication on the same topic in English to enhance participants’ preparation
• Preparing the bio booklet of the participants and preparing the presentations of the facilitators from ISO and ITC
• Analyzing the results of the follow up with the TPOs and NSBs that participated in the first two workshops (in Malaysia and Cuba) to present the impact of the workshops and the implementation of recommendations (ITC responsibility).

4. WORKSHOP ATTENDANCE

The workshop was attended by 50 officials from TPOs and NSBs from 22 English speaking African Countries. The countries attending were as follows:

<table>
<thead>
<tr>
<th>Country</th>
<th>TPO</th>
<th>NSB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Botswana</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Burundi</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Eritrea</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>The Gambia</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Ghana</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Kenya</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Country</td>
<td>TPO</td>
<td>NSB</td>
</tr>
<tr>
<td>--------------</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Lesotho</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Malawi</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mauritius</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mozambique</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Namibia</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Nigeria</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Rwanda</td>
<td>-</td>
<td>X</td>
</tr>
<tr>
<td>Seychelles</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>South Africa</td>
<td>XX</td>
<td>X</td>
</tr>
<tr>
<td>Swaziland</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Tanzania</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Uganda</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Zambia</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

A detailed list of participants can be found in Annex B. Efforts were made by ITC and ISO to ensure the participation of both organizations per country. All the participating countries, except Rwanda\(^2\), had representation from both the TPO and NSB. This helped to reach the objective of establishing initial networking between the two bodies at the workshop. Two representatives of the TPO of South Africa attended the workshop with travel expenditures and daily allowance sponsored by their institution. Angola and Liberia were also invited but could not send any TPO or NSB representatives.

5. WORKSHOP ACTIVITIES

5.1. Conduct of the Workshop

The workshop was conducted in English and organized in different sessions in the form of presentations, break-out sessions, group discussions and role-plays. Each session was facilitated by a representative from either ISO or ITC, followed by discussions from the participants. In certain cases, after presentations from ISO or ITC, representatives from either the TPOs or NSBs gave their experiences with regard to the existing relationships between the two organizations in their respective countries. As for the break-out groups, each group chose a chairman and a rapporteur, who reported the findings of the group discussion to the plenary.

The participants had been requested to submit country reports to the organizers prior to the workshop as per the framework document provided by the organizers; a selection of country presentations was delivered at the workshop. Through the presentation of a few selected country papers of TPOs and NSBs, and through the plenary discussions and breakout sessions, the individual roles of TPOs and NSBs have been clearly defined; existing and future areas of collaboration have been shared and discussed; possible areas of collaboration were identified in the form of information linkages, capacity building and advisory services.

The joint ISO-ITC publication on “Building linkages for export success – TPOs and NSBs working together” was used as a starting point for the discussion at the workshop. The publication was very well received by the participants who considered it as a useful foundation to support the discussion and the delivery of the workshop.

As participating countries had different levels of already existing collaboration between their NSBs and TPOs, special emphasis was given to provide a framework for sharing these experiences in order to

\(^2\) The representative of the TPO from Rwanda cancelled his participation due to other urgent commitments.
maximize the benefits related to lessons learnt and best practice cases. Potential future collaboration activities and partnerships between NSBs and TPOs have been defined through interactive brainstorming and discussion fora.

An analysis was provided on the survey undertaken by ITC as a follow up to the previous workshops in Malaysia and Cuba; it helped to share the benefits of the collaboration but also the constraints the TPOs and NSBs faced to strengthen their linkages after their participation in the workshops.

As a way forward to foster closer collaboration between the TPOs and NSBs, each country was asked to come up with a draft action plan during the workshop, to be finalized and approved by their CEOs upon return to their country. In addition, country participants were also grouped in the three regional economic groups such e.g. EAC, SADC, ECOWAS, and they came up with a draft regional action plan for collaboration. A series of role-plays were conducted to introduce participants to the various actors (like CEO of TPOs and NSBs, Minister of Trade, CEO industry association) in order to find the right arguments to make the collaboration between TPOs and NSBs work.

A USB key was distributed to all the participants with all the background material related to the workshop (i.e. bio booklet, programme, country papers, presentations).

The workshop was opened by Mrs. Joyce Mapunjo, Permanent Secretary, Ministry of Industry, Trade and Marketing of Tanzania. In her opening remarks, she thanked ISO and ITC for deciding to host the workshop in Tanzania. She also underlined the need for TPOs and NSBs to effectively collaborate in order to assist the SMEs to export to very competitive foreign markets.

### 5.2. Programme /Topics Covered

The programme for the three-day workshop is given in Annex A of this report. From the discussions in the various sessions and break-out groups, the existing relationships between TPOs and NSBs were identified. Furthermore, constraints and opportunities to foster better collaborations between these institutions were outlined. Also, possible areas of future collaborations were defined. A snapshot of the key findings of the participants’ elaborations during the workshop is reported below.

#### 5.2.1. Constraints and opportunities of NSBs and TPOs

<table>
<thead>
<tr>
<th>NSBs</th>
<th>Constraints</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lack of reference material/research capacity to facilitate standards development</td>
<td>Unleash potential</td>
</tr>
<tr>
<td></td>
<td>Limited resources and lack of legal capacity to enforce standards</td>
<td>Development of standards</td>
</tr>
<tr>
<td></td>
<td>Lack of national standards</td>
<td>Provision of information related to standards and technical regulations</td>
</tr>
<tr>
<td></td>
<td>Inadequate testing facilities related to export priority sectors and accredited conformity assessment bodies</td>
<td>Provision of training on implementation of standards</td>
</tr>
<tr>
<td></td>
<td>Lack of formal relationship/agreement including guiding policy</td>
<td>Provision of conformity statement</td>
</tr>
<tr>
<td></td>
<td>Bureaucratic practices in reporting structures</td>
<td>Establishment of TBT/SPS enquiry points</td>
</tr>
<tr>
<td></td>
<td>Defined stakeholders relationship (each other overlapping of duties and responsibility)</td>
<td>Facilitation in implementation of good agriculture practices (GAP), good manufacturing practices (GMP), management systems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implementation of technical regulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Twinning arrangements with other institutions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Networking with collaborating institutions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support to/from other governmental programmes</td>
</tr>
</tbody>
</table>
TPOs

<table>
<thead>
<tr>
<th>Constraints</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lack of awareness on the benefits of standards</td>
<td>• Skills transfer</td>
</tr>
<tr>
<td>• Exporter’s view about NSBs and their role and mandate</td>
<td>• Technology transfer</td>
</tr>
<tr>
<td>• Obsolete or inadequate technology used by exporters</td>
<td>• Trade promotion through facilitation of market access</td>
</tr>
<tr>
<td>• Information sharing</td>
<td>• Facilitation of the creation of export product associations</td>
</tr>
<tr>
<td>• Lack of funding to execute mandates</td>
<td>• Formulation of trade promotion policies</td>
</tr>
<tr>
<td>• Inadequate capacity to carry out mandate</td>
<td>• Organization of training programmes in business management and development export</td>
</tr>
<tr>
<td>• Formal relationship agreement</td>
<td>• Facilitation in implementation of good agriculture practices (GAP), good manufacturing practices (GMP), management systems</td>
</tr>
<tr>
<td>• Lack of autonomy</td>
<td>• Information dissemination on market access opportunities</td>
</tr>
<tr>
<td>• Lack of standardized policy framework on quality improvement</td>
<td>• Export readiness assessment</td>
</tr>
<tr>
<td></td>
<td>• Provision of market intelligence and entry requirements</td>
</tr>
<tr>
<td></td>
<td>• Provision of advisory services on technical regulation</td>
</tr>
</tbody>
</table>

**5.2.2. Existing relations between NSBs and TPOs**

An analysis of the country papers submitted by participants is summarized in the below table:

<table>
<thead>
<tr>
<th></th>
<th>NSB (19 papers)</th>
<th>TPOs (18 papers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicating existing relationships, concrete examples provided</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Indicating existing relationships, no concrete examples provided</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>No relationship exists</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

Few examples of existing relationships between TPOs and NSBs extracted from the country papers are reported below:

<p>| Information sharing | • Dissemination of information on each other’s activities (eg linking websites) |
|                     | • Trade information delivery, e.g. sharing TBT notifications |
| Standards development | • TPO member of standard technical committees/national mirror committees/standard approval |
| Advisory services/capacity building | • Joint capacity building activities targeting exporters/SMEs, e.g. on implementing ISO 9001 or export school (courses to exporters are delivered jointly by NSB and TPO) |
|                           | • Joint marketing of NSB and TPO services to the exporters and the public (e.g. open days and trade fairs) |
|                           | • Training and workshops (e.g. focusing on countries’ priority sectors) |</p>
<table>
<thead>
<tr>
<th>Other</th>
<th>Formal mechanism to establish relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Members of the national TBT committee</td>
<td>• Formal relationship in the form of MoU established</td>
</tr>
<tr>
<td>• TPOs certified by NSB (e.g. ISO 9001)</td>
<td>• Member of each other’s Board of Directors</td>
</tr>
</tbody>
</table>

5.2.3. Possible areas of collaboration between NSBs and TPOs

Possible areas of collaboration were identified during the workshop in relation to information exchange on standards, capacity building, advisory services, compliance to standards and certification schemes and other cross-cutting issues. Participants pointed out that government commitment is vital for effective collaboration between the TPOs and the NSBs export-oriented policies i.e. export strategies, must be put in place for the implementation by the TPOs and NSBs, in order to improve the competitiveness of the SMEs and exporters.

During the breakout sessions on the possible areas of the collaboration, the following areas were identified:

### A. Information linkages

Information sharing between TPOs and NSBs and other TSIs is very important at present because of rapid growth of international trade. The participants at the workshop recommended the dissemination of standards and standards-related information and technical regulations to the TPOs and customers (exporters), and the creation of the following linkages:

- Provision of desk market studies/research/surveys (by TPOs) on market requirement to NSBs which can enable exporters to comply with and confirm compliance to the market requirements
- Provision of field research in collaboration with embassies
- Combination of both field and desk research in the absence of embassies
- Sharing of databases by both TPOs and NSBs
- Holding joint seminars and workshops between the NSBs and TPOs with exporters so that both stakeholders can share the exporters’ challenges
- TPOs and NSBs should sit on each other Board
- Incorporation of a legal framework that should spell out the functions of the NSBs and TPOs plus other stakeholders

### B. Advisory and capacity building services

**Capacity building**

- Training in business management and development such as:
  - Preparation of business plans and strategy formulation
  - Product development and branding
  - Packaging and labelling
  - Costing and pricing
  - Quality and standards compliance (sector specific)
- Training in export procedures and documentation e.g. INCOTERMS
- Facilitation in good agricultural practices (GAP) and good manufacturing practices GMP, EMS, QMS, food safety
Advisory services

- Information dissemination on market access opportunities
- Exporter readiness assessment
- Market intelligence and entry requirements
- Advisory services on technical regulation
- Advisory services on certification systems (QMS, EMS, food safety, etc)
- Advising services on business enhancement tailor-made to the specific market requirements

How to deliver

- Workshops and training seminars
- Local and international trade fairs
- Trade information centres
- Establishment of regional branches
- Structured certified export training programmes
- Regular buyer-seller meeting
- Trade missions
- Conduct promotion programme
- Newsletter/publications
- Involvement in standards development/setting

C. Obtaining and demonstrating compliance

- To know the markets
- To mobilize funds
- Enquiry points (standard, technical regulation, conformity assessment NSB and TPO)
- Workshops and training to exporters (standards, quality management)
- Services to exporters accredited by NSB (inspection, testing, certification)
- Exporters’ demonstration of compliance (through provision of test report)
- Build capacity on quality control at producer level
- Strengthening of the national conformity assessment systems
- Impact assessment and market access
- Incorporation of a legal framework that should spell out the functions of the NSBs and TPOs plus other stakeholders
- Support the private sector to conform to national, regional and international standards

5.2.4. Advantage and value-added of the collaboration between NSBs and TPOs

- Standards developed that address the needs identified by the TPOs to enhance the competitiveness of the products in the global markets
- Information provided about standards/conformity assessments and technical regulations through linkages to the national enquiry points (TBT/SPS), should be disseminated to the exporters through the TPOs in a particular sector, or country for a particular product/service, lowering the risks of inadequate and costly certification
- Provision of aftercare services to enterprises by the TPOs in the form of company profiling will assist NSBs to better understand the technical needs of the SMEs and exporters as is the case in Botswana
• Harmonization and strengthening of the standards regulating framework
• Participation in regional and international standardization and quality assurance activities
• Strengthening of the national conformity assessment system
• Support the private sector to conform to national, regional, and international standards

5.2.5. Mechanisms to be employed to establish an effective cooperation and working relationship between NSBs and TPOs

Participants identified possible mechanism to establish an effective collaboration and then detailed the steps required to define the mechanism and identify the resources needed:

• The relationship between the TPOs and the NSBs could be either formal or informal. Formal collaboration relationships could be in the form of MOUs or mutual agreements. This scenario works better if the TPOs and the NSBs fall under separate ministries. In this case, the respective ministries and the respective CEOs of the TPOs and the NSBs must be ready to work together. An informal arrangement could be operated whereby both the TPOs and the NSBs fall under the same ministries, as is the case in many of the participating countries. In both arrangements, clear targets, expected contributions, responsibilities and resources needed (financial, human and infrastructure) must be defined from the beginning of the collaboration process.

• Networking between TPOs, NSBs and other TSIs involved in the implementation of standardization and quality assurance infrastructures must be strengthened. The network at national level could then be also linked to regional and international levels, so as to access the much needed information on the requirements of importing countries.

• Easy and fluent informal channels of communications and working relationships between the two organizations are essential if quick and good results are expected. Sometimes formal networking may run the risk of becoming a hindrance and not producing the expected results by the participating TPOs, NSBs, TSIs, enterprises.

• Promote discussion forums (like the joint ITC/ISO workshop) in the country and at the regional level with the overall objective of sharing experiences and finding solutions to strengthen the collaboration.

Step 1: Define the mechanism

- The mechanism should be formal
- The first stage in mechanism formulation is to have a policy framework
- The second stage is to incorporate a legal framework that should spell out the mandate and functions of the NSBs and TPOs plus other stakeholders
- In case of non-existence of TPOs/NSBs:
  o Establishment of institutions
- In case of existing TPOs/NSBs:
  o Effective collaboration of TPOs and NSBs
  o Signing collaboration of MOU of TPOs and NSBs
  o Joint development of action plan for implementation
  o Implementation of action plan
  o Evaluation and effectiveness

- National Coordination
  o Establishment of National Export Committee which will consist of all stakeholders affecting exports (e.g. Customs, NSB, TPO, Ministries, NGOs, Exporters, etc.)
  o Set up of National Portal for information sharing
  o Administrative Process
The collaboration should have an organizational structure to include members of TPOs and NSBs. A committee should be appointed to govern this collaboration and it should preferably sit at the ministry level if both TPO and NSB fall under the same ministry.

Operation of the Committee

- It will purely be advisory, disseminate information to the export community
- Monitoring and evaluating the activities that were agreed upon in the policy framework
- Lobbying for funds and recognition
- Channelling the exporter’s needs to the respective stakeholders e.g. receipt of notifications on changes in technical regulations and communicating to the TPOs and NSBs

Step 2: Identify the resources needed

- Needs and Resources:
  - Government policy to establish collaboration between TPOs and NSBs to work together
  - Type of relationship: formal – joint committee for collaboration
  - Terms and conditions to define responsibilities and authority of each body
  - Why: to enhance exports and determine sectors to export
  - Needs: HR, Support, Technical (market intelligence dissemination of information official), Administrative, Understanding roles and responsibilities, Upgrading skills and filling in staff gaps
  - Infrastructure: Information system linkage, Information and knowledge centre, Joint committee for collaboration, updated IT services, joint resources centre (physical or virtual)
  - Financial: Funds for technical assistance, capacity building and advisory services

How to leverage resources

- National: Government budget (subsidized fee for business/private sector)
- Regional/International: Secure funding for Infrastructure, technical support, policy formulation, consultancy, capacity building:
  - RECs funding
  - Regional private sector associations
  - Support from Regional programmes
  - African Union
  - International
  - ITC, ISO, WTO, UNIDO
  - EU
  - EIF
  - World Bank
  - Develop joint proposals
  - Submit proposals and lobbying for funding
5.3. Way forward /next steps

During the workshop the participants from each country’s TPO and NSB were requested to come up with a draft action plan on how to establish effective collaboration relationships between TPOs and NSBs. A template for this exercise was given to each participant. After the workshop, in order to bring into action this collaboration, ITC and ISO requested participants to identify where the collaboration between the TPO and NSB stands today and then define the common strategic objectives of the collaboration along with what and how the two organizations want to achieve in the near future (in 6-12 months) and beyond. In order to facilitate this process, ISO and ITC requested the TPO and NSB of each participating country to work together on the following steps:

1. To take a quick picture of the status of their existing collaborations. This snapshot will enable the NSBs and TPOs to jointly agree and articulate their current collaboration and to collect some key quantitative and qualitative indicators to see how well the collaboration is doing in each area. This snapshot will also enable the follow-up on its evolution in the future. A questionnaire to evaluate current status of existing collaboration between TPO and NSB was sent to the participants after the workshop;

2. Consolidate a joint strategic country action plan starting from the draft developed during the workshop. The action plan will help the two organizations identify the overall strategic goal of their collaboration, specific objectives contributing to reach the overall goal, proposed actions, concrete steps, responsibilities, timing and resources needed to enhance/strengthen their collaboration.

The co-signatures of these documents by the CEOs of the TPO and NSB have been requested. The final deadline for submission of the documents has been extended until end of September. The collection of the documents would be monitored by the ITC International Consultant. The snapshot of the status of the existing collaboration along with the action plan of each country shall be used by ITC and ISO as valuable inputs in the identification and development of their joint technical assistance services for developing countries on linking TPOs and NSBs for export success in the future.

The country papers, presentations, bio booklet, and other background materials along with the country action plans together with this report will be uploaded on a CD-ROM and sent to the participants and organizers and uploaded on the ITC website.

5.4. Workshop Evaluation

At the end of the workshop, each participant was asked to complete a short questionnaire in which they were requested to state their degree of satisfaction with regard to preparation and organization of the workshop. These are summarized in Annex C of this report. These questionnaires give immediate reactions and a further evaluation should be carried out after six months with each organization to establish whether the benefits expected at the conclusion of the workshop have been realized.

Immediately after the workshop several participants contacted ITC and ISO for follow-up activities, i.e. Eritrea, Zambia and Zimbabwe requested to receive examples of MoU between TPOs and NSBs. The examples of the MoU of Botswana and Trinidad and Tobago were shared by ITC with those who submitted the request.

5.5. Closing of the Workshop

The workshop was closed by Mr. C. M. Ekelege, Director General of Tanzania Bureau of Standards. In his closing remarks, Mr. Ekelege pointed out that the growth of international trade and the existence of stringent standards and technical regulations in developed markets, present greater opportunities for NSBs and TPOs to collaborate and create more opportunities for exporters to demonstrate compliance with foreign market requirements and therefore enhance their competitiveness. This is only possible if there is willingness from the NSBs and TPOs to collaborate, information network systems put in place, and agreements to implement standards and quality assurance programmes established. He further pointed out that government commitment in the form of policy frameworks was essential for effective collaboration. He finally wished the participants a safe journey back home and declared the workshop closed.
6. OBSERVATIONS, FINDINGS AND RECOMMENDATIONS

6.1. Observation

The format of the workshop, in the form of discussions and break-out groups, was very well received by the participants. The question and answer session after the presentations in the individual sessions prompted lively discussion. From the discussions, it was evident that collaboration between the TPOs and NSBs existed in some of the participating countries, as was the case with the Latin America Region in the previous workshop in 2010. As a result of that, it was possible to come up with few good/best practices on how TPOs and NSBs could effectively collaborate. Existing relationships between TPOs and NSBs in Botswana, Ghana, Rwanda, and Tanzania were seen as examples which could be emulated and shared with other countries:

- In Botswana, i) the efficiency of the TPO is improved through the implementation of ISO 9001 and the certification issued by the NSB; ii) exporters improved market opportunities through a joint TPO/NSB project on adopting Quality Management Systems.
- The ‘Export School’ in Ghana established by the TPO is fully made use of by the NSB to enhance exporters’ competences.
- The Rwanda case was found of interest as the collaboration is defined and well structured (i.e. MoU in place for their collaboration, clear expectations from the collaboration, strategic plan).
- In Tanzania the arrangement developed by the TPO and NSB which enables SMEs to be certified by the NSB free of charge, drew keen interest from the participants.
- In all the cases cited above there is support from both the governments and the CEOs of the TPOs and NSBs.

6.2. Findings

The existing relationship between the TPOs and the NSBs in most of the participating countries is not formal. Hence, in most cases, there are no MOUs between the TPOs and the NSBs. Only in a few countries, like Zambia and Botswana, MOUs are signed between the TPOs and NSBs to undertake specific projects.

The certification of the TPOs by the NSBs - as it is the case in Botswana and Zimbabwe - shows examples of real collaboration. In Zimbabwe, the TPO (Zim Trade) is certified by the NSB (SAZ). Furthermore, Zim Trade is currently working on a pilot project to certify a group of small-scale farmers under GLOBAL GNP, using the facilities of SAZ. In Botswana, the TPO (BEDIA) is certified by the NSB (BOBS).

Other good examples of existing relationships between TPOs and the NSBs are in the participation of TPOs in boards and committees to prepare standards, as is the case in Zimbabwe: the TPO (Zim Trade) sits on the General Council of the NSB (SAZ). In most of the countries, where both the TPO and NSB exist, the TPOs are members of the technical committees of the NSBs. This relationship is of paramount importance because the technical committees prepare standards which are required by SMEs to achieve their ambitious export drive programmes.

Other means of collaboration, to mention a few, include information sharing, use of the TBT/SPS enquiry points by the TPO, etc.

In order for the existing and future relationships to effectively work, it was evident from the workshop that government policies which aim at supporting the SMEs’ desire to improve their export competitiveness must be put in place. These policies could be in the form of export strategies, as is the case in Ghana and Botswana and Sustainable Industrial Development plans, and in Tanzania. The TPOs and the NSBs and other TSIs could then align their strategic corporate plans with the existing industrial policies. In coming up with their strategic plans, the TPOs and NSBs, the internationally accepted tool of SWOT, could be made use of. In the effort to develop and promote Ghana exports, as a result of the SWOT analysis, GEPC has focused itself more on the diversification of the export base from traditional to non-traditional products, hence the birth of the Ghana ‘Export School’.

Effective collaboration between the TPOs and the NSBs could further be strengthened if both institutions were under the umbrella of one parent ministry e.g. Ministry of Industry and Trade. This scenario works better in most participating countries of the workshop. Examples of TPOs and NSBs falling under the same Ministry in South Africa and Tanzania are worth mentioning. The Department of Trade and Industry (DTI) as the TPO is funding activities of the NSB and other TSIs. As for Tanzania, the Ministry is partly funding...
activities of the TPO (SIDO) and the NSB (TBS) in relation to certification of the export driven SMEs free of charge.

With the existence of many TPOs and TSIs, the need for all these institutions to effectively collaborate among themselves and with the NSBs came out vividly during the discussions. In countries like Ghana, were GEPC has to work with more than 3,000 export companies who are organized in 17 product associations, the need for the establishment of a ‘one stop-point’ for exporters was emphasized. The TPOs/TSIs need to utilize fully the enquiry points of WTO for TBT, which are in most cases hosted by NSBs. Along the same lines, the Codex Contact Points of WHO/FAO also hosted by NSBs and in some cases by the Ministries of Agriculture, must be easily accessible to the TPOs, NSBs and other TSIs.

The need for the SMEs and exporters to be well aware of the requirements of importing countries in terms of quality and standards was also underlined. This issue was made more significant with the emergency of ‘private standards’ demanded by foreign retailers. Hence there is the need for the TPOs and NSBs and other TSIs to put in place mechanisms and information channels and networks which will enable the SMEs and exporters to access the required export information. To achieve this goal, it is important for the SMEs and exporters to actively participate in the preparation of national and international standards. From the discussions it was obvious that the SMEs and exporters participation in the formulation of standards was there but need to be strengthened. The absence of international product standards was addressed since the SMEs and exporters need them if they want to export. Following the discussions, the participants requested ISO to come up with more product standards much needed by developing countries. In responding to the need for ISO to come up with the international product standards, the representatives from ITC and ISO expressed the need for developing countries to actively participate in the technical committees of ISO. Currently, developing countries’ participation in the technical committees of ISO is minimal because of limited funds and lack of technical expertise. The example of a developing country participation in ISO’s technical work was given by Malawi, which initiated a project on hand pumps. Tanzania also served as the secretariat of technical committees of tea, coffee and cotton yarn.

6.3. Recommendations

From what has been said above, the need for effective collaboration between the TPOs and NSBs and other TSIs in order to provide the much needed support services by the SMEs and exporters to improve export competitiveness cannot be overemphasized. Although it is difficult to recommend which form of collaboration between these institutions, informal or formal through MOUs, it is important for governments to effectively implement their export strategy policies designed to improve the export competitiveness of the SMEs and exporters. Government support to TPOs, NSBs and other TSIs is crucial. Of course, effective collaboration is more achievable if the CEOs of the TPOs, NSBs and other TSIs are willing to work together for the betterment of the SMEs, exporters and themselves as indicated in the role play conducted in day 3 of the workshop.

In order for the participants to reap maximum benefits from the workshop, the TPO and the NSB from each country were asked to prepare action plans for the establishment of effective collaboration between the institutions and to consolidate them after the workshop.

Follow up from the participation to the joint ITC-ISO workshops on this topic in Cuba, Malaysia, and Tanzania has shown that there is a universal acknowledgement of the benefits derived from the effective collaboration between TPOs and NSBs (e.g. consolidation and economic use of resources, new business opportunities for all stakeholders, and promotion of quality-based business development). It seems that the ITC-ISO interventions to raise awareness were well directed and resulted in immediate and ongoing benefits to the participants. There is a strong need for ITC and ISO to further work on encouraging NSBs and TPOs to work together in order to foster the development of the systems and structures that support each other to provide the necessary business support services to exporters.
Annex A

Programme Outline

Tuesday, 21 June 2011

08:30 – 09:00 Registration

09:00 – 09:30 Welcome and introduction
   Welcome address, introductions, and brief outline of the event objectives
   – Mr. Beer Budoo, Director, Development and Training Services, ISO
   – Mr. Shyam K Gujadhur, Senior Adviser on Standards and Quality Management, ITC
   – Mr. Samuel Billy Mvingira, Director of Research, Planning and Capacity Building, TanTrade
   – Mr. Charles M Ekelege, Director General, TBS
   – Mrs. Joyce Mapunjo, Permanent Secretary, Ministry of Industry, Trade and Marketing

09:30 – 10:15 Introduction of participants and expectations of the workshop
   – Participants

10:15 – 10:45 Coffee break

10:45 – 11:00 Introduction to the workshop programme
   – Ms. Roswitha Franz, Project Manager, Development and Training Services, ISO

11:00 – 11:15 Session 1: Exporter competitiveness and quality
   This session sets the scene. We explore the meaning of quality, investigate to what extent
   quality requirements are affecting exports, and what the implications are from the
   perspective of developing country exporters and support institutions. The presentation will
   be followed by a Q & A session.
   – Mr. Shyam K Gujadhur, Senior Adviser on Standards and Quality Management, ITC

11:15 – 13:00 Session 2: Role of NSBs
   Here we seek to gain a greater understanding of the role of NSBs. What are the mandate
   and challenges of NSBs? What are the constraints and opportunities they face? How can
   NSBs contribute to the work of TPOs, as far as quality issues are concerned, to foster
   export development and competitiveness? The presentations will be followed by a Q & A
   session.
   – Mr. Beer Budoo, Director, Development and Training Services, ISO
   – Mrs. Peggy Kaunda Chituta, Zambia Bureau of Standards
   – Mr. Aggrey Gama, Malawi Bureau of Standards

13:00 – 14:00 Lunch break

14:00 – 16:00 Session 3: Role of TPOs
   Here we seek to gain a greater understanding of the role of TPOs. What are the mandate
   and challenges of TPOs? What are the constraints and opportunities they face? How can
   TPOs contribute to the work of NSBs, as far as quality issues are concerned, to foster
   export development and competitiveness? Presentations are followed by Q & A.
   – Mr. Andrea Santoni, Technical Officer on Trade Support Institution Strengthening, ITC
   – Mr. Calvin Mpho Ketshabetswe, Botswana Export Development and Investment
     Authority
   – Mr. Christopher Murasiki Tsimba, ZimTrade

16:00 – 16:20 Coffee break
16:20 – 17:30 Session 4: Scope of quality requirements

This session elaborates the complexity and scope of quality requirements. How should quality-related considerations be addressed by policy makers, NSBs and TPOs, and by exporters? What are the linkages between the developmental impacts that may accrue from addressing these quality-related issues in the country? Presentations are followed by Q & A.

− Ms. Ludovica Ghizzoni, Adviser on Export Quality Management, ITC
− Mr. Emmanuel Quaye-Mensah Bruce-Adjei, Ghana Standards Board
− Mr. Kwadwo Owusu Agyeman, Ghana Export Promotion Council
− Mr. Otieno Titus Oyoo, Kenya Bureau of Standards

Wednesday, 22 June 2011

09:00 – 10:15 Session 5: Existing relationships between NSBs and TPOs

What relationship does currently exist between the NSBs and the TPOs, in which areas and at what level does this collaboration exist? How was this relationship established and how is it maintained? What are the principal constraints that the organizations face in terms of linking up? What relationships with other (e.g. sector associations) organizations exist? Presentations are followed by Q & A.

− Ms. Roswitha Franz, Project Manager, Development and Training Services, ISO
− Mrs. Toyin Sarah Idowu, Standards Organisation of Nigeria
− Mr. Lawal Shehu Dalhat, Nigerian Export Promotion Council

10:15 – 10:30 Session 6: Introductory session: What are areas of possible collaboration?

This session will identify possible areas of collaboration to address identified issues related to quality requirements and exporter competitiveness.

− Mr. Beer Budoo, Director, Development and Training Services, ISO

10:30 – 11:00 Coffee break

11:00 – 12:00 Breakout series A: What are possible areas of collaboration?

Parallel breakout sessions will take place to review:

• **Information linkages (2 groups)**

  *What are the roles of TPOs and NSBs in providing information on quality requirements to exporting enterprises? What kind of information should they provide?*

  − Moderator/Rapporteur

• **Capacity-building and advisory services (2 groups)**

  *What capacity-building and advisory services should TPOs and NSBs provide to export-oriented enterprises? How should such services be delivered?*

  − Moderator/Rapporteur

• **Obtaining and demonstrating compliance (2 groups)**

  *What are the respective roles of TPOs and NSBs in enabling exporters to obtain and demonstrate compliance?*

  − Moderator/Rapporteur

12:00 – 13:00 Reporting and conclusions: Breakout series A

Moderators of each breakout session will report on the conclusions and outcomes

− Mr. Beer Budoo, Director, Development and Training Services, ISO

13:00 – 14:00 Lunch break
14:00 – 14:15 Session 7: Introductory session: Potential future relationships and how to make the collaboration possible
This session explores ways of initiating and maintaining a process of collaboration.
- Mr. Shyam K Gujadhur, Senior Adviser on Standards and Quality Management, ITC

14:15 – 15:30 Breakout series B: Potential future relationships and how to make the collaboration possible
Parallel breakout sessions will take place in the form of six group discussions to cover the following:

- **Define the mechanism (2 groups)**
  Define the mechanism at policy level (legal and administration) Define the mechanism at operational level (institutional collaboration, national coordination)
  - Moderator/Rapporteur

- **Identify the resources needed (2 groups)**
  What are the needs (financial, human, infrastructure)? How to leverage resources (partnership at national, regional, international levels)?
  - Moderator/Rapporteur

- **Initiation and sustainability (2 groups)**
  Identify the target groups (internal, external) What are the communication channels - with private sector and with authorities (i.e. policy papers prepared by NSB/TPOs)? What are the technical assistance and training needs to make the collaboration works (i.e. ISO, ITC, UNIDO, WTO, others)?
  - Moderator/Rapporteur

15:30 – 15:45 Coffee break

15:45 – 17:15 Reporting and conclusions: Breakout series B
Moderators of each breakout session will report on the conclusions and outcomes
- Mr. Shyam K Gujadhur, Senior Adviser on Standards and Quality Management, ITC

**Thursday, 23 June 2011**

09:00 – 9:15 Introduction of agenda of the day and Session 8: Country action plan on the way forward and regional commonalities and challenges Bringing it all together!
This session leads to the development of action plans and charter of engagement aimed at linking TPOs and NSBs
- Mr. Beer Budoo, Director, Development and Training Services, ISO

9:15 – 10:05 Session 8: Group work: Country action plan on the way forward and regional commonalities and challenges. Bringing it all together!
Participants will be asked to identify and describe what follow-up activity they propose to undertake once back in their country to initiate collaboration. They will have to specify their likely technical assistance needs to implement such activity. What are the practical implications to formalise the partnership between NSBs and TPOs? Each country will be requested to develop a national action plan and present its charter of engagement which will then be shared in regional groups.

- Group work at country level
- Group work at regional level (EAC, SADC, ECOWAS)

10:05 – 10:30 Session 8: Reporting and conclusions: Country action plan on the way forward and regional commonalities and challenges. Bringing it all together!
Participants will share key action to strengthen the collaboration between TPOs and NSBs at regional levels with the whole group.
- Mr. Beer Budoo, Director, Development and Training Services, ISO
10:30 – 10:45 Session 9: Feedback on follow up (Malaysia-Cuba)

An analysis will be provided on the survey undertaken as a follow up to the previous workshops in Malaysia and Cuba.

− Ms. Ludovica Ghizzoni, Adviser on Export Quality Management, ITC

10:45 – 10:50 Session 10: Introductory session: Role plays

Parallel break-out session will work on arguments related to the value-added of the collaboration in order to obtain the support of TPOs and NSBs CEOs and policy makers at different level.

− Mr Beer Budoo, Director, Development and Training Services, ISO

10:50 – 11:00 Coffee Break

11:00 – 12:30 Session 10: Role Play

• **Role play 1:** First meeting between both CEOs of TPO and NSB to discuss the « how » to make the collaboration work

• **Role play 2:** Meeting between both CEOs of TPO and NSB and the Minister to get support on the collaboration

• **Role play 3:** Meeting between both CEOs of TPO and NSB and the CEO of the industry association

12:30 – 13:00 Closing of the workshop

− Mr. Beer Budoo, Director, Development and Training Services, ISO
− Mr. Shyam K Gujadhur, Senior Adviser on Standards and Quality Management, ITC
− Mr. Charles M Ekelege, Director General, TBS

13:00 – 14:00 Lunch break

14:00 – 14:30 Session 11: Next steps and way forward

14:30 – 15:30 Information sharing on ITC portfolio offer of tools and services (i.e. Export Quality Management, ITC Trade Support Institution Profiling tool)

Participants will have the opportunity to gain a good understanding of the ITC different services and tools available for developing countries and to interact with ITC representatives to identify some possible areas of collaboration
Annex B

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Annex C

Summary of Evaluation Forms

1. Course title: Linking Trade Promotion Organizations and National Standards Bodies for Export Success
   Date: 21 to 23 June 2011, Dar-es-Salaam, Tanzania

2. No of participants: 48
   Evaluation forms received 45

3. Level of participation
   - From National Standards Body (NSB): 46%
   - From Trade Promotion Organizations (TPO): 51%
   - No reply: 3%

4. Previous training in International Standardization:
   - Yes: 60%
   - No: 40%

5. How do you evaluate the following aspects of the course?

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Not satisfactory (1)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timetable (no reply: 1)</td>
<td></td>
<td>18%</td>
<td>53%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Meeting room</td>
<td>2 %</td>
<td>22%</td>
<td>47%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>Coffee breaks</td>
<td>2 %</td>
<td>24.5%</td>
<td>49%</td>
<td>24.5%</td>
<td></td>
</tr>
<tr>
<td>Lunch break</td>
<td>7 %</td>
<td>18%</td>
<td>46%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>Documentation</td>
<td></td>
<td>4%</td>
<td>49%</td>
<td>47%</td>
<td></td>
</tr>
</tbody>
</table>

6. Please give your opinion

<table>
<thead>
<tr>
<th>Aspect</th>
<th>I do not agree at all (1)</th>
<th>I agree fully (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>The course objectives were clear</td>
<td>7%</td>
<td>29%</td>
</tr>
<tr>
<td>The course objectives were achieved</td>
<td>11%</td>
<td>49%</td>
</tr>
<tr>
<td>I had enough previous knowledge to assimilate the course content (no reply: 4%)</td>
<td>2%</td>
<td>11%</td>
</tr>
<tr>
<td>The workshop content is useful for my work</td>
<td>6%</td>
<td>47%</td>
</tr>
<tr>
<td>The presentations were clear and understandable</td>
<td>9%</td>
<td>44%</td>
</tr>
<tr>
<td>The presenters had good knowledge about the subject</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>I do not agree at all (1)</td>
<td>I agree fully (5)</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>--------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>The course documentation was sufficient (no reply: 2 %)</td>
<td>18 %</td>
<td>36 %</td>
</tr>
<tr>
<td>The course met my expectations</td>
<td>2 %</td>
<td>9 %</td>
</tr>
<tr>
<td>I am pleased with the course as a whole</td>
<td></td>
<td>9 %</td>
</tr>
</tbody>
</table>

I think there should have been more of:

- Group work and discussions
- Case study of working collaboration
- Presentations on standardization procedures
- Days for the workshop, paid remuneration
- Standardization process in a more elaborated way
- Time by re-scheduling the workshop maybe starting at 8 am
- Presentations
- Brainstorming, followed by a written conclusion
- Role plays
- Presentations on countries that have established good collaboration between NSB and TPO
- Country presentation and experiences
- Sightseeing visits for appreciation of local culture
- Group work to share ideas on what other countries do or how is the TPO and NSB collaboration
- Concrete examples of how linkages between TPO and NSB really help SMEs exporters
- A break or additional day to explore Tanzania
- Sharing sessions from all countries who have an already existing and working collaboration arrangement
- Reading material
- Should provide some time after workshop for country visit
- Identification of country problems and shared suggested solutions
- Days for workshop to understand the knowledge
- I think there should have been more hand-outs and role play
- Time to cover content, best practices, examples, etc
- Experiences from Cuba and Malaysia
- Workshop days
- Input / discussion by participants
- I am content how the workshop progressed
- Presentation and hand-outs
- Found everything sufficient
- Group presentations
- This type of training for policy makers from NSBs and TPOs
- Emphasis on quality requirements for TPO to understand comprehensively
- Presentations on the specific areas of collaboration between NSBs and TPOs from ISO / ITC perspective
- Role play

I think there should have been less of:

- Time wasting in breaks
- Presentations
- Country presentation which can be obtained from the Net
- Small groupings. Not happy with two groups merging stance-rigidity on both sides
I think there should have been less lectures

✓ Group work
✓ Dramatization
✓ Lecture

What did you find most beneficial?

✓ Group discussion and information on how collaboration could benefit MSMEs
✓ Establishment of collaborations between NSB and TPOs
✓ Info on collaboration - assisted in identifying future actions, work plan development
✓ Learning the framework of other TPO’s within Africa
✓ Sharing of best practices and interactions between participants and instructors
✓ Experiences of different countries in the area of collaboration with NSBs and TPOs
✓ The feedback from the previous workshops
✓ Presentation and the sessions with profile work were very meaningful and interesting ones
✓ Group work (4 times)
✓ Role play and breakout sessions
✓ Group work, presentation made by ISO, ITC and country perspective on collaboration that exists - NSB / TPO Role play
✓ Sharing of experiences
✓ Gaining knowledge about NSB / TPOs
✓ The knowledge acquired and network
✓ Country experiences as regards collaboration between TPOs and NSBs
✓ Reading material and presentation
✓ TPO and NSB need to work together for increased output
✓ I find the aspect of information linkage, documentation, and discussion from various country partnerships are very beneficial and educative
✓ Concept
✓ Why must NSB and TPOs merge a collaboration to facilitate export?
✓ Sharing experience in existing relationship between NSBs and TPOs and strategies for future collaboration
✓ The experiences of the ISO presenter / coordination
✓ Group work / discussions
✓ Both regulation and role play session
✓ The background information and group work
✓ The experience to the other country and learned about standardization (NSB)
✓ The country experiences
✓ The issue of linkages between NSBs and TPOs
✓ The regional plan and national between TPOs and NSBs
✓ Possible areas of possible collaboration
✓ The training as a whole
✓ Drafting the way forward / action plan
✓ Quantity requirement (collaboration action points)
✓ The experience from the previous workshops
✓ The collaboration aspect
✓ Experiences from other countries
✓ The experience of participants
✓ The interactive session

What did you find least beneficial?

✓ Role plays (2x)
✓ Groupings being merged
✓ I find the aspect of arguments between the TPOs and NSBs participants on issues that need effective collaboration like information sharing and funding least beneficial
✓ The country presentation
Other comments:

- More knowledge still required for the CEOs
- It is indeed a resourceful, handy and information sharing workshop I recommend similarly workshop
- Lack of internet connection was a hindrance especially for those who needed consultation back home (no TPO representative from my country)
- Meeting report to the director of my organization regarding the outcome of the workshop, and then we will find the way of collaboration with the NSB as we are not working together at the moment
- Good workshop – enhance knowledge and information sharing
- The workings met my expectation and hope to have the collaboration work for my country
- Workshop should be extended to one or two more days to have time to assimilate
- The program was very “enlightening” and I benefit immediately
- Overall, good
- Another time find a nicer hotel for facilitation
- I have learnt a lot on the need/importance of linking trade promotions and national standards bodies for expert success Also, interaction and discussion sessions were very important in the reality or practical application of the various scenarios on export promotions between the NSBs and TPOs
- The objective of workshop was excellent because it assists our country to make effective an efficient collaboration programs
- The lunch break itself was adequate but the quality of the food was rather poor
- I hope the ISO and ITC should finance the collaboration between TPO and NSB where it doesn’t exist
- TBS to organize after workshop visit / sightseeing
- ISO gave little money 190 USD

7. Please give your feedback on the next steps Please briefly describe the steps that you shall take to disseminate and follow-up on the findings and recommendations of the workshop:

- Share at present report to management / Meet with minister and permanent secretary on need to establish NSB as soon as possible / See action plan
- Holding workshop/paper presentation and the technical committee for awareness sensitization
- Workshop report with recommendation for future collaboration with counterpart
- Report writing and then follow up on the recommendations with the NSB
- Share the knowledge gained with my CEO and workers during technical discussion meeting
- Back to office report with recommendation / Work with the NSB and TPO to forge ahead
  1. Try to convince policy makers on the need of trade promotion organization 2) Make agreement the NSB
  1. Communicate to my DG / Communicate to the focal point in the TPO / Organize a meeting for the management of this collaboration
- Provide report with recommendations on collaboration Have a meeting with internal parties on the TPO role and extend it to meet the NSB role player in standards
- Submit recommendations to board of NSB, for the collaboration with TPO, for the benefit of export success then implementing action plan and recommendations
  2. Brief CEO of organisation 2) Keep in contact with my colleague
- To meet with the head of TPO, provide the outcome of workshop, benefit of establishing collaboration between NSB and TPO Implement action plan at country level
- Put up a case to the minister for the need of a collaboration to be formalized
- Reporting back to my management and getting their buy-in as there is indeed a need for collaboration
- Organize a meeting with the two directors and their staff in order to disseminate information, as well as distributing a written report
  1. Through the website 2) Report 3) Workshop
  1. Submission of report to management 2) Proposal for implementation of the recommendation
  1. Come up with a report and a meeting with management
  1. Submit a report 2) Hold a seminar 3) Communicate with TPO counterpart TPO 4) Inform ministry
- Will work with my NSB counterpart for collaboration
- Sensitization/Advocacy workshop on export promotions 2) Development of standards in enhancing the capacity building of SMES and various workshop on the adoption of these standards 3) Train of SMES on export procedures
I will write a workshop report with recommendations for actions for my CEO
The MD’s / CEO’s feedback will open ways for more actions
First I will write a workshops report to our organizations NSB to cover the way forward
Compile reports and distribute to the director, libraries and departments / organizing information dissemination seminars
Presentations to my organization staff
Link with the NSB representative and agree on common program of action
Consultative meeting with manager and sharing with my colleagues
Brief the CEO of my TPO and encourage him to strengthen collaboration with NSB
Formalization of relationship with TPO, make joint action plan, mobilize resources and implement action plan
Report to the manager of the importance to link TPO to the NSB and development of joint workshop / seminars
Report to the manager of NSB the importance to link NSB and TPO’s and propose a seminar
The first thing will be to initiate a letter of interest and write an MOU between my TPO and the NSB
I shall make a report to address to my director manager, propose the lobbying of the decision makers for the collaboration of TPO and NSB and to put them under a same minister
Will draft a report and link with my NSB partner so that we can do a unite up and present it to our bosses for starts
To prepare such workshops in my country for the policy makers To prepare the second phase for the same participants to evaluate improvement
Report writing and submitting to the management
Report to both directors, PS, Minister Organize a meeting with NSB and TPO Define a collaboration strategy and draw up an action plan
I will meet my CEO and give him my report with recommendations
Produce report for action and share with NSB
Develop a concept paper
Prepare a seminar report for management
I will do my best to initiate a program as indicated in country action plan
To visit each other organisation to know more about the activities

8. Please give your feedback on the next steps: Please identify possible themes of case studies/best practice (services, mechanisms of collaboration, etc) as a result of the participation in the workshop that could be further developed:

- Exchange of information and joint platforms with sector associations
- To formalize the collaboration between TanTrade and TBS
- Mechanism collaboration (MOU, joint project)
- Collaboration NSB and TPO on export development / What is being done by some countries
- Collaboration with NSB on higher scale
- Linking the web portal – so as to avail information to the exporters
- European model for TPO / NSB could be benchmarked and discussed during workshop
  1. Joint workshop to promote export by NSB and TPO 2) Information sharing / networking 3) Initiate a policy for collaboration
  1. Training 2) Product development/packaging/labelling 3) Development of standards
- Halal products/markets
- Regional workshop TPO and NSB for the ECOWAS sub-region
  1. NSBs and TPOs collaborate 2) Create national committee of stakeholders
- Getting the ministers to accept initiatives
- Developing political will for achievement of objectives of workshop
  1. Creation or promotion of NSB / TPO a contact point on export promotion in the various workshop in terms of information (dissemination between the NSB / TPO and exporters on expert promotion and trade related problems 2) Regional collaborations between NSB/ TPO on export promotion and technical assistance
- Mechanism of collaborations
- More emphasis on collaboration between TPOs and NSBs
- Identification of target groups (internal/external), raise awareness, communication, sustainability measures for collaboration
- How TPO and NSB can share information
- Sit in each other boards / sharing databases
- Complete the learning session of the training
Sector approach to collaboration may be useful for enterprises wishing to access particular markets.

Assisting SMEs who are not presently exporting to benefit from both foreign market intelligence and export related standards.

Mechanism of collaboration at national level

The role play

Joint work programme / Establishment of two inquiry points

Move towards formalizing the existing relationship with NSB

To hold a joint workshop

9. Please provide an overall rating on the performance of the presenter from:

<table>
<thead>
<tr>
<th>Name</th>
<th>Not satisfactory (1)</th>
<th>Completly satisfactory (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Shyam Gujadhur</td>
<td>13 %</td>
<td>44 %</td>
</tr>
<tr>
<td>Ms Ludovica Ghizzoni</td>
<td>11 %</td>
<td>49 %</td>
</tr>
<tr>
<td>Mr Andrea Santoni</td>
<td>11 %</td>
<td>40 %</td>
</tr>
<tr>
<td>Mr Beer Budoo</td>
<td>7 %</td>
<td>35 %</td>
</tr>
<tr>
<td>Ms Roswitha Franz</td>
<td>7 %</td>
<td>47 %</td>
</tr>
</tbody>
</table>

10. Would you like to say something else?

- To appreciate the funding institutions, organizers and the resources persons
- I recommend support (technical and financial) for the institution of the collaboration
- Mention the clear areas of technical cooperation
- I wish we could have a little free time just to see a bit of the country
- Fruitful workshop – able to identify the ways to have good collaboration between TPO and NSB
- Countries able to share experience / best practice (help others to model the collaboration)
- Well done
- ITC as an agency of WTO should try to help in resolving NTB / TBT issues existing in certain countries
- Everything was done perfectly well except for the limit delay at the hotel check-in
- The workshop gave an assurance that collaboration works and brings positive results
- On the whole, the organization was good
- Thanks for the opportunity. Workshop was good. If it could be attended by senior official with mandate to effect change would be good
- Consistence workshop / Training should be held
- Hotel was not good, another time look for the better
- Yes indeed the workshop was very educative, interactive and success Also there is need for ISO / ITC to support the issue for having a NSB / TPO desk contact point in the institution that they can work with and provide the necessary support
- There is need for this workshop to go national. Your assistance in penetrating EAC is required
- It was a productive and wonderful workshop. Implementation of action plans is the most important thing / aspect
- I now have increased awareness on TPO / NSB linkages
- I have a clearer understanding of the concept and objectives of the workshop
- The remaining sessions to be completed and some participants encourage attending
- The presentations made were interactive and good. At time, some events/topics were rushed
- Thanks for organising this workshop; it was very necessary for us. Hope you will finance the national and regional collaboration in TPO and NSB
- Keep on training
- Linking TPO and NSB will only depend on political will
- ISO gave less money (very little) 190 USD
- Would have loved to be accommodated in city centre Travellers’ cheques - give cash for African conferences
- Well I thank ISO and ITC for the work they are doing. Keep it up we are taking note
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