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This Annual Report should be read in conjunction with its accompanying documents: the *Summary Review of Technical Cooperation Projects Operational in 2005* (ITC/AG(XXXIX)/206/Add.1), the *Statistical Tables* (ITC/AG(XXXIX)/206/Add.2) and the *ITC Global Trust Fund: Report of the Consultative Committee to the thirty-ninth session of the Joint Advisory Group* (ITC/AG(XXXIX)/207).


FOREWORD

On behalf of the staff of the International Trade Centre (ITC), I am pleased to present the organization's Annual Report to all stakeholders.

The last year was good for ITC but difficult for its clients. Small exporters of developing countries and transition economies not only continued to face tough competition on foreign markets, but they struggled with serious supply-side constraints, lack of export skills and limited market access. Nonetheless, they responded energetically and ITC did all it could to support them. Our efforts in that regard were acknowledged publicly, which constituted a great source of encouragement for all staff.

The past year also marked the last full year at the helm of ITC of a management team assembled over the past decade. These managers contributed enthusiastically to making ITC what it is today. They will progressively hand over the organization to a new management team during the coming year. On their behalf, I would like to thank all members of the staff for their solid contribution to the collective effort, and donors and other stakeholders for their attentive and sustained support.

I hope that stakeholders will find the Annual Report informative and that they will continue to support ITC with the same commitment in the years ahead.



J. Denis Bélisle
Executive Director
International Trade Centre

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ABBREVIATIONS

ABAC	APEC Business Advisory Council
AITIC	Agency for International Trade Information and Cooperation
ASEAN	Association of Southeast Asian Nations
ATF	Asia Trust Fund
ATIFTAP	Association of Training Institutions for Foreign Trade in Asia and the Pacific
BFAR	Bureau of Fisheries and Aquatic Resources
BMS	Business Management System
B2B	Business to business
CBI	Centre for the Promotion of Imports from Developing Countries (Netherlands)
CCA	Common Country Assessment
CFA	Canada Fund for Commodities
CFC	Common Fund for Commodities
CIDA	Canadian International Development Agency
CIS	Commonwealth of Independent States
DDA	Doha Development Agenda
EC	European Commission
ECCAS	Economic Community of Central African States
EPRP	Export-led Poverty Reduction Programme
ESALIA	Eastern and Southern Africa Leather Industries Association
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FICCI	Federation of Indian Chambers of Commerce and Industry
GATS	General Agreement on Trade in Services
GIs	Geographical indications
GTF	Global Trust Fund
GTZ	German Agency for Technical Cooperation
HR	Human resources
ICT	Information and communication technology
IF	Integrated Framework for Trade-related Technical Assistance to Least Developed Countries
IMF	International Monetary Fund
IPSCM	International purchasing and supply chain management
ISO	International Organization for Standardization
ITC	International Trade Centre UNCTAD/WTO
JAG	Joint Advisory Group
JITAP	Joint ITC/UNCTAD/WTO Integrated Technical Assistance Programme in Selected Least-Developed and Other African Countries
LDC	Least developed country
MDGs	Millennium Development Goals
MLS	Modular Learning System
MoU	Memorandum of Understanding
MTS	Multilateral trading system
OIOS	Office of Internal Oversight Services
PACCIA/PACT	Programme for building African Capacity for Trade
RBM	Results-based management
SAR	Special Administrative Region
seco	Swiss State Secretariat for Economic Affairs
SMEs	Small and medium-sized enterprises

SPS	Sanitary and phytosanitary measures
TABD	Transatlantic Business Dialogue
TBT	Technical barriers to trade
T&C	Textiles and clothing
TPO	Trade promotion organization
TRIPS	Trade-related aspects of intellectual property rights
TRTA	Trade-related technical assistance
TSI	Trade support institution
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNICE	Union des industries de la Communauté européenne
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
WAEMU	West African Economic and Monetary Union
WIPO	World Intellectual Property Organization
WSIS	World Summit on the Information Society
WTN	World Tr@de Net
WTO	World Trade Organization

INTRODUCTION

1. The international marketplace continued to pose formidable challenges for small exporters in developing countries and economies in transition throughout 2005. While the year witnessed progress in trade talks, no major breakthrough was achieved. Company consolidations, increased use of information technologies and high oil prices combined to make access to world markets more difficult for small and medium-sized enterprises (SMEs).
2. ITC responded with renewed efforts to harness trade for development. It expanded its WTO-related field activities; increased its support to public-private sector dialogue; sharpened its tools and backstopping services for national and sectoral export strategies; enriched its programmes to boost South-South trade, enterprise competitiveness and the capacity of trade support institutions (TSIs); and improved the depth of its assistance to specific export products and services sectors.
3. Progress was made in achieving greater understanding of trade issues, their business implications and the critical role business advocacy can play; in applying ITC tools for designing and managing export strategies; in enhancing the capacity of export enterprises and TSIs; in generating South-South trade and in developing better ways to promote products and services from the developing world. However, major challenges still lie ahead. SMEs have to remain closely linked to the final phase of the Doha Negotiations to ensure that their priorities are reflected in the final 'package'. A major effort is still needed to help more countries develop a local capacity to create and manage effective export and competitiveness strategies. TSIs have to further strengthen their partnerships with the private sector. Assistance to critical sectors such as cotton, textiles and clothing, services and others with large potential for employment and income generation has to be scaled up.
4. ITC's delivery in 2005 stood at US\$ 22.1 million, representing an increase of 4.7% over the previous year. A total of 184 projects were operational, some 130 publications and technical materials were issued, almost 1,000 advisory missions were carried out and over 1,800 inquiries were responded to. Some 400 training workshops were held with over 17,000 participants of which over 5,000 were women. Assistance to Africa and to LDCs amounted to 36% and 37% of total delivery respectively. Summaries of ITC's work in Africa, LDCs and in other regions of the world are elaborated in annex IV and addendum 1 to this Annual Report.
5. In addition to a continued increase in delivery, 14 of the 17 ITC corporate indicators of achievement were met or surpassed. In spite of a long list of accomplishments, ITC is still not fully equipped to adequately measure the impact of its work. A major external evaluation of ITC, although positive and constructive, stopped short of making specific recommendations on 'how to' progress on this continued challenge. Implementation of results-based management (RBM) principles remained a high priority along with the preparation for a smooth transition of senior management.
6. New partnerships were launched, an important contribution was made to trade-related Millennium Development Goals (MDGs) and a special recognition of the importance of ITC's work was made in the WTO Hong Kong Ministerial Declaration.
7. As for the future, ITC will likely wish to review its current way of doing business in order to optimize growth and strategically position itself in the context of Aid for Trade. This will constitute an interesting challenge in the years ahead.
8. This Annual Report and its accompanying documents (Annexes and Addenda) situate ITC's long term goals and the year's accomplishments in the evolving global trade landscape. It presents specific examples of work done and relates views from clients, partners and evaluators. It concludes with the management perspective and a summary of challenges ahead.

GOAL 1: FACILITATE THE INTEGRATION OF ENTERPRISES INTO THE MULTILATERAL TRADING SYSTEM

The landscape evolved ...

9. The post-Cancún developments in the Doha Negotiations, and the adoption of the 2004 'July Package' leading to the WTO Hong Kong Ministerial Conference underscored the need for the business sector, especially SMEs, to be able to contribute to and better understand the implications of the ongoing negotiations. The implementation of agreements already concluded and the ongoing trade talks (including those at the regional and bilateral levels), directly impact on the legal and institutional frameworks of their day-to-day operations. This is true of all sectors: agriculture, industrial goods and, increasingly, the services sector.

... as the business community remained ITC's primary focus.

10. The beneficial integration of the business community in developing countries and economies in transition into the multilateral trading system (MTS) remained ITC's primary focus through broad-based MTS-specific technical cooperation activities aimed at ensuring the development dimension of the Doha Negotiations.

The World Trade Net fostered public-private sector dialogue in the run-up to the WTO Hong Kong Ministerial Conference ...

11. The World Trade Net maintained its focus on providing information on the business implications of WTO negotiations in the key sectors of agriculture, non-agricultural market access (NAMA), services, trade facilitation and geographical indications (GIs), TRIPS and public health and implementation issues. Through revamped websites and monthly newsletters, network members were informed about the Doha Negotiations, regional and bilateral trade negotiations and other MTS issues of interest to the business sector. Publications, technical papers and updated versions of information packs on TBT and SPS provided the necessary guidance for the business sector to orient itself in the evolving MTS.

Business advocacy for trade in agriculture in Latin America and the Caribbean

A Regional Workshop on 'Business Advocacy for Trade in Agriculture: Lessons for Hong Kong and Beyond' held in Buenos Aires, Argentina, provided participants from leading farming associations, agricultural producers and exporters, and trade negotiators from the Latin American and Caribbean region with first-hand information on the ongoing WTO negotiations on agriculture, with an opportunity to share views on how to use business advocacy in the agricultural sector, including networking opportunities at regional level. The workshop facilitated the better integration of the sector's business interests into the negotiating process.

12. During the year, the World Trade Net (WTN) expanded its coverage to 62 members, with new networks established in Bolivia, Colombia, Côte d'Ivoire, Ecuador, Mexico, Panama, Paraguay, Peru, the Russian Federation and Venezuela. A videoconference was held with Honduras, covering the Doha Negotiations and the preparations for the WTO Hong Kong Ministerial Conference while new mechanisms for launching WTN in large countries were introduced in the Russian Federation through a series of provincial consultative meetings. Existing networks provided a platform for the business sector to assess, together with trade negotiators, the business implications of WTO negotiations.

ITC helps identify new market opportunities after the phasing out of ATC

The start of 2005 marked the end of textile and garment quotas under the WTO Agreement on Textiles and Clothing (ATC). The change brought renewed impetus for garment exporters and industry associations to understand and adjust to the new international market access conditions. Nepal's Garment Association responded to the challenge by undertaking a market analysis study using ITC's Market Access Map (www.macmap.org) and TradeMap (www.trademap.org).¹ The study found that despite more attractive tariff conditions offered by alternative markets such as the EU, Australia, Canada and Japan, Nepalese exporters were still focused primarily on the United States market where they were losing market share.

'Market Access Map becomes more valuable for Nepalese apparel manufacturers and traders to keep abreast of the latest information on tariff barriers, ... one of the widely used restrictions in trade in textiles and clothing.' –
Bijendra Man Shakya, Chief, WTO Cell, Garment Association of Nepal

¹ World Trade Net sponsored through its grants scheme the use of Market Access Map and TradeMap in 13 countries: Albania, Bangladesh, Bulgaria, Cambodia, Malawi, the Republic of Moldova, Mongolia, Mozambique, Nepal, Nigeria, Pakistan, Trinidad and Tobago, and Viet Nam.

Business for Development Forums held in 2005		
Venue and date	Participants and organizing partners	Key theme
Antigua, Guatemala May 2005	44 participants from 8 countries from Central and Latin America (Government of Guatemala)	Business advocacy and WTO negotiations in small economies
Macao SAR, China October 2005	140 participants from 25 countries of the Asia and Pacific region (UNESCAP and Macao SAR Government)	High level public-private sector dialogue for development and the role of research networks
Dubrovnik, Croatia October 2005	59 participants from 20 countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia (Croatian Chamber of Economy)	Business advocacy and implications of WTO negotiations/accessions
Hong Kong SAR, China December 2005	114 participants from 57 countries (AITIC)	Business advocacy models in the context of WTO negotiations

... and business advocacy culture was nurtured through ITC's Business for Development initiative.

13. Throughout 2005, ITC pursued its Business for Development (B4D) initiatives by joining forces with international and local partners in a series of events to give voice to business concerns on the DDA culminating in the final meeting on the eve of the WTO Hong Kong Ministerial Conference. During the year, besides intensifying its cooperation with WTO, UNCTAD and UNESCAP, the B4D initiated partnerships with AITIC, IMF, the World Bank and increased collaboration with trade research institutions (ArtNet), specialized business associations (UNICE, TABD, ABAC, FICCI) and parliamentarians. The events provided a forum for the exchange of views on the business implications of topics under negotiation in WTO and helped participants develop a greater common understanding of the key trade-related issues and their implications for business. Four B4D meetings helped advance a business advocacy culture in Asia-Pacific, Latin America, South-Eastern Europe and the CIS.

The Asia Trust Fund allowed MTS-related quick responses, ...

14. Following the launch of the Asia Trust Fund (ATF) in September 2004, a new facility designed to respond swiftly to urgent needs for TRTA from Asian developing countries, ITC designed and started to implement MTS-related activities in Mongolia, Indonesia and Sri Lanka. By year-end, 10 projects were under implementation and 5 more at various stages of preparation.

Protecting and promoting Mongolian products through GIs
<p>The Mongolian Government asked ITC to help explore the potential benefits of geographical indications (GIs) for Mongolian producers. In compliance with the WTO TRIPS agreement, Mongolia enacted a law on trademarks and GIs in 2003 but the lack of awareness of the law's provisions by producers and government officials had prevented Mongolia from benefiting from the GI concept.</p> <p>ITC experts identified potential benefit from GIs for camel wool and meat products. The legal and technical specifications and requirements for Mongolian GI applications were drawn up and presented during a round table meeting. Both public and private sectors expressed strong interest and commitment for the future use of GIs. The first steps towards GI creation and registration in Mongolia for two products were successfully made. A Mongolian declaration was subsequently adopted to combine efforts and assist various sectors and producers to develop, register, protect and promote GIs.</p>

... WTO Reference Centres were set up, ...

15. Under the EC-financed programme for Pakistan, three WTO Reference Centres were established in close cooperation with WTO. ITC provided relevant documentation and trade data to researchers, trade negotiators and civil society stakeholders and delivered specific trade information services to the Pakistani private sector. WTO Reference Centres, set up in JITAP countries, for use by government, the business sector and academia, received relevant documentation and training on information management.

...capacity to participate in services trade negotiations was built at the national level, ...

16. ITC's GATS-related projects strengthened services trade expertise in client countries, provided comprehensive information about markets, and helped identify negotiating options. In Kenya, 60 services firms were interviewed on trade obstacles leading to a study and the preparation of a confidential brief on the negotiating position of the Government of Kenya. As a result, Kenya acquired greater knowledge of the scope of its services markets, the modes of supply in which its firms are trading, and of trade obstacles and specific export markets of interest. The study also helped Kenya to hone its trade negotiating interests, including offensive interests, to build services infrastructure. Similar activities took place in Bangladesh, Colombia, Djibouti, Ecuador, Indonesia, Mozambique, Peru and Rwanda.

...public-private sector consultation on services was triggered to provide input into GATS negotiations ...

17. At the request of the Sri Lankan Government, ITC, in cooperation with WTO, delivered a series of training courses on trade in services. This assistance enabled representatives from the business community and government officials to obtain a sound understanding of specific trade in services issues.

Pakistani services symposiums in Karachi and Lahore tackle constraints on services exports

Under the auspices of the EC-funded TRTA Programme for Pakistan, ITC brought private-sector representatives from the financial, information technology, construction and professional services sectors together to discuss trade constraints.

Discussions focused on different types of services trade impediments that may be found in domestic and export markets. Firms explained their services export operations and, together with private-sector associations, identified specific services trade barriers in export markets of interest.

The event had a multiplier effect, as a result of the Punjab Government's initiative to organize a GATS conference with support from ITC. Close to 400 representatives of the public and private sectors gathered in Lahore to discuss GATS provisions and examine market access interests of Pakistani firms.

These public-private sector symposiums brought the General Agreement on Trade in Services to life by focusing on business operations in all four modes of delivery and specific impediments that firms find at home and abroad and which can be addressed at the GATS negotiating table.

... and support continued on TBT and SPS.

18. An information pack on the Agreement on TBT, developed under the World Trade Net, assisted the business sector to successfully trade under the TBT Agreement and facilitated the development of more effective national strategies in multilateral trade negotiations. An awareness creation workshop on the business implications for the private sector in Africa of the TBT Agreement, jointly organized with the African Organization for Standardization (ARSO) in Nairobi, focused on the challenges and potential benefits of the implementation of the TBT Agreement. Trainers from 16 countries were trained during 2 JITAP workshops on TBT, and national workshops on TBT were held in Uzbekistan and Kazakhstan. Two more JITAP workshops on SPS were also carried out to explain the requirements of the SPS Agreement, how the agreement works in practice, and how it can be used to facilitate exports. National enquiry points were set up in JITAP countries for TBT, SPS, services and TRIPS.

19. ITC and the Commonwealth Secretariat organized a workshop entitled 'Influencing and Meeting International Standards: Challenges for Developing Countries', where experts on product standards from around the world met to assess how developing countries may overcome market access barriers relating to technical standards. The recommendation for mentoring and twinning arrangements between countries, in particular, attracted a lot of attention. Under this scheme, countries with more experience in setting standards would help others to participate.

JITAP helped African countries to position themselves for the WTO Hong Kong Ministerial Conference ...

20. In all JITAP partner countries inter-institutional committees (IIC) held national retreats to prepare and adopt negotiation strategies for the WTO Hong Kong Ministerial Conference. Through a series of 15 subregional workshops, jointly implemented with UNCTAD and WTO, more than 400 professionals acquired better knowledge of MTS issues, resulting in national networks of trainers and MTS professionals supporting policy-makers and trade negotiators in the run-up to Hong Kong. All JITAP countries used Market Access Map to develop their negotiating positions. Access to the database and relevant training were provided to enable partner countries to undertake in-depth analysis of market access conditions and participate more actively in multilateral negotiations. The work of JITAP was recognized in the WTO Hong Kong Ministerial Declaration.

Special recognition of JITAP in the WTO Hong Kong Ministerial Declaration

'We reaffirm the priorities established in paragraph 38 of the Doha Ministerial Declaration ... In this connection we note the role of the Joint Integrated Technical Assistance Programme (JITAP) in building the capacity of participating countries.' –
Para. 53, Ministerial Declaration, WT/MIN(05)/W/3/Rev.2, 18 December 2005

... and address the cotton issue ...

21. Cotton was the subject of active discussions in all the countries supported by JITAP. ITC is assisting Malawi to develop an export strategy for the cotton sector, covering all products of the value chain. A similar approach was applied in Botswana to develop an export strategy for the garment sector. In Mali, a subcommittee on cotton was created, involving all stakeholders from the public and private sectors. ITC elaborated a detailed outline for an exporter's guide to cotton, which is scheduled for dissemination in 2006.

... but challenges still remained.

22. Critical challenges lie ahead for empowering the business sector to remain closely involved in the final phase of the Doha Negotiations and to ensure that business priorities are reflected in the final 'package'. Timely provision of accurate information on the business implications of negotiations, including at the regional and bilateral levels, will continue to be ITC's focus to ensure that business can team up with trade negotiators to create national negotiating positions. Additional efforts will need to be made to provide advisory and training services, on a regional and country basis, to facilitate the design of adjusted legal and institutional frameworks under which the business sector can reap the benefits of the evolving world trading system. ITC will seek to respond to these needs to ensure a balanced outcome of the Doha Negotiations.

GOAL 2: SUPPORT THE DESIGN OF TRADE DEVELOPMENT STRATEGIES

The landscape evolved ...

23. There is an increasing recognition among ITC's traditional clientele that export performance is reliant not only on the effectiveness of marketing, promotional activities, transaction efficiencies and trade negotiations but also on the potential and flexibility of the supply side response. Increasingly, export promotion is being redefined in terms of export development and the mandates of ITC's partners in developing countries and transition

economies are broadening to address the overall challenge of national competitiveness. As a consequence, ITC support has to relate more and more to the larger issue of competitiveness than to the identification of market-specific commercial opportunities and the implementation of export promotion activities. Demand for support in export strategy design and for capacity building to implement competitiveness strategies at the national, sectoral and enterprise levels remains high.

... and a comprehensive package of strategy support at all levels was provided.

24. Strategy support was provided to a large number of countries at national, sectoral and enterprise level. A full list of strategies completed or under preparation is presented in annex I.

Design methodologies were refined and assistance for preparing national export strategies was reinforced.

25. New modules in strategy management and sector-level strategy development were incorporated into ITC's National Export Strategy Template and an Internet-based version of the template was tested for eventual full-scale implementation in 2006. ITC's sector-level strategy design methodology, SHAPE, was also refined based on extensive field-level application. Export potential assessments were added to ITC's expanding set of strategy design and market analysis tools and assessments were completed in Botswana, the Lao People's Democratic Republic, Mongolia, Viet Nam and Zambia. In keeping with ITC's overall philosophy that technical and operational leadership of the strategy design process must rest within the country, a programme to train in-country stakeholders to complete the assessments themselves was piloted in Guinea. Through ITC's partnership with the Commonwealth Secretariat, field-level activities expanded significantly with assistance being provided to national export strategy formulation in 11 countries.

Romania's first national export development strategy

'With the support of the International Trade Centre and its strategy design tools, Romania has prepared its first ever national export development strategy and has created a national export council which will ensure the effective management of its implementation. The Ministry of Economy and Commerce will launch the programme Romanian Export 2006 targeting awareness and initiatives according to strategy at local level in all the counties of Romania. I am convinced that the national export strategy represents a milestone in Romania's move towards its international competitiveness and membership in the European Union.' –
Iuliu Winkler, Minister, Ministry of Economy and Commerce

The scope of strategy consultations increased ...

26. To reinforce national capacities in the strategy development area, and to build up the global network of strategy-makers, ITC launched the Innovations in Export Strategy Consultation Series. Four consultations were organized during the year, on 'Managing Strategy', 'Export Competitiveness through Industrial Clustering', 'A Strategic Approach to the Quality Assurance Challenge' and 'Building a Tourism Destination Cluster'. The central objective was to generate solutions to critical constraints on improving export performance that are shared by the majority of developing and transition economies.

... leading up to the annual Executive Forum debate.

27. The centrepiece of ITC's technical cooperation programme in the area of national export strategy remained the Executive Forum's annual debate on export strategy best practice. The theme of the 2005 debate, 'Export of Services: Hype or High Potential – Implications for Strategy-Makers', led to a strong endorsement of the services sector as a significant area of untapped export potential and to a series of new strategic and operational, national and regional initiatives that will be supported by ITC.

A reaction
'The Executive Forum was more than an exchange of ideas, it was a transformation experience. It is perhaps a blessing in disguise that we have not yet completed the drafting of our national export strategy.' – <i>Chancellor L. Kaferapanjira, Chief Executive, Malawi Confederation of Chambers of Commerce</i>

Field-level support in sector strategy development was intensified, ...

28. During the year ITC provided assistance, under regional and national programmes, for the development of sector strategies in 20 countries (see annex I).

ITC helps sector strategy development in Sri Lanka
'The comprehensive perspective of the SHAPE value-chain approach has proven, in our view, to fit best to the process of globalization that connects countries and markets ever closer and puts up demanding international standards at all levels. It also matches the needs of enterprises that are permanently searching for new opportunities in markets and sourcing. ... We think that an intensive and creative application of the approach, whether to improve the situation of one sector or of a selected group of sectors or even in a wider strategic set-up can have a positive impact on economic development and poverty alleviation'. – <i>Evaluation report for GTZ on ITC SHAPE value chain approach development activities in Sri Lanka, November 2005</i>

... strategy development for the services sector received a boost ...

29. ITC initiated action to develop a generic methodology for strategy design for services with a view to responding to the increasing number of requests to provide advisory- and capacity-building support to the services sector. The methodology will be ready for field-level application in early 2006.

... and support to strategy implementation was provided.

30. The importance of maintaining the field-level partnership during the implementation of strategy remains a key element of ITC's own strategy and future resource mobilization efforts. ITC provided support to strategy implementation in a number of countries under national and regional programmes.

JITAP bridges the gap between sector strategy formulation and implementation under JITAP
As part of JITAP II, partner countries were helped to implement the sector strategies prepared during JITAP I as follows: <ul style="list-style-type: none">• Benin, to gain greater knowledge of potential markets for cashew nuts;• Burkina Faso, to help exporters meet quality and packaging requirements for oilseeds; and• Uganda, to enhance supply capacity for silk and horticultural products, and to reinforce promotional activities for horticultural products through the creation of product profiles and a new website (www.horticultureuganda.com). Similarly, support was extended to other partner countries to develop follow-up technical assistance projects to implement strategies and mobilize resources.

Enterprise-level strategy development also expanded ...

31. At the level of the individual enterprise, ITC introduced a new series of planning software tools that enables managers to design business strategies and plan their implementation. These include PlanSME-I, a tool for strategy design that assists enterprise managers to position their products to meet the demands of identified market segments, PlanSME-II, which identifies the resources required to implement business strategy, and Compass, a software tool that combines the functionality of both PlanSME tools in one simplified version. The tools and methodology were successfully disseminated to enterprises through a network of business development service providers who attended

'learning-by-doing' workshops. More than 300 trainers and consultants were trained, and business management and strategy design tools were subsequently disseminated to SME managers in 25 countries. To support these tools, ITC introduced Compete, a new enterprise-level methodology for planning strategic approaches and creating optimal value chains to enter new markets.

... with the E-Trade Bridge complementing these strategy efforts.

32. ITC's *E-Trade Bridge Programme* complemented technical support in strategy design through training programmes for export-oriented enterprises. These focused on expanding capacities at the firm-level to design and manage strategies that highlight the wider application of ICT.

Strategy design was increasingly integrated into the work of ITC's technical assistance partners, ...

33. ITC's sector strategy development interventions stimulated linkages to other ITC products and services such as purchasing and supply chain management, packaging and quality, and training and counselling. ITC's SHAPE approach is also playing an important role in integrating other development agencies (e.g. CFC, CIDA, EC, FAO, GTZ, UNIDO, USAID and the World Bank) into significant strategy implementation activities in several African and Asian countries.

... and efforts made to enhance national ownership of strategy implementation ...

34. Given the numerous non-trade-related objectives that compete for available resources at the national level, it is understandable that countries will experience difficulty implementing even the most modest and resource-conscious export strategy. With this in mind, ITC continued to place priority on ensuring that strategy implementation is incorporated directly into the national economic and social development planning process. Similarly, emphasis was given to assisting strategy teams to develop self-contained components of export strategy that can be presented to donors as freestanding project proposals. Sector strategies, prepared through ITC's assistance, e.g. for the apiculture and arts and crafts sectors in Uganda and for organic produce and alternative tourism in Sri Lanka, are either in the process of, or have already been successful in, attracting funds from donors to support implementation activities.

What the evaluators said

'Draft national and sector strategies have been developed through extended consultations involving business and product associations, and government agencies. An important group of technically equipped personnel has been created through its association with this process ... but more time is required for its consolidation and further deepening.' – *Extract from the evaluation of ITC's national project in the Lao People's Democratic Republic*

'The distinctive contribution of the project is the development of a national export strategy and other sectoral strategies (which) ... while strong on analysis of problems and constraints, have yet to identify priorities for an implementable, time-bound programme.' – *Extract from the evaluation of ITC's national project in Cambodia*

'ITC's Export Strategy Template is the type of instrument that can mobilize resources and strategies for change in this environment. The evaluator is not aware of any equivalent tool. The major shortcoming has been the failure to follow through and be more proactive in the implementation phase.' – *Extract from Evaluation of the International Trade Centre (UNCTAD/WTO), Volume 3, Country Reports, Saint Lucia*

... but challenges still remained.

35. There remains an enormous need for capacity and competency building in strategic analysis, strategy management and implementation leadership. While ITC has successfully cleared the first hurdle, through the development of a set of largely complementary tools for national, sectoral and enterprise-level strategy design, a significantly greater effort will be required to develop, and progressively build on, the capacity of counterparts in developing and transition economies to apply these tools and to manage the implementation of strategy, once the design process has been completed. Finally, questions remain with respect to impact, with the real issues coming into play at the implementation stage.

GOAL 3: STRENGTHEN KEY TRADE SUPPORT SERVICES, BOTH PUBLIC AND PRIVATE

The landscape evolved ...

36. An integrated network of trade support service providers remains a critical success factor in expanding international trade. Capacity building, in and through such networks, addresses a critical need at the country level to support business development. Traditional roles of trade promotion organizations (TPOs) are being redefined while trade support institutions (TSIs)

are increasing their capacity to deliver innovative programmes to clients to help them compete internationally.

... as efforts to strengthen trade promotion organizations continued.

37. The demand for establishing and strengthening TPOs continued in 2005 with ITC field activities in Brazil, Pakistan, the Russian Federation, Sierra Leone, Tajikistan and the United Arab Emirates (Dubai). Work was completed on strengthening export promotion agencies in Cambodia, the Lao People's Democratic Republic and Viet Nam. A major review of Brazil's commercial offices abroad commenced, using ITC's manual for foreign trade representatives. The manual was translated into Spanish by Bancomext (Mexico) for use in other Latin American countries. As a follow-up to the World TPO Awards in 2004, a publication highlighting TPO best practices in excellence, change motivation, response, achievements and lessons learned was printed and also posted on www.tpo-net.com.

International trade treaties were examined ...

38. Eighty legal experts from 52 countries and the 24 main international organizations that oversee trade treaties met in Geneva to coordinate steps to help developing economies navigate the complex maze of multilateral trade treaties and rules. ITC's country-based data bank, LegaCarta (www.legacarta.org), was used to assist policy-makers and the private sector in improving their legal framework for international trade.

... and a regional arbitration network for Southern Africa was established.

39. Representatives of commercial arbitration centres in the Southern African region met to establish a dispute resolution network and find effective ways to promote alternative dispute resolution practices within the region. With litigation between major firms often settled outside Africa, there is now sufficient know-how and infrastructure to resolve these disputes in the region.

ITC's MLS-IPSCM programme continued to expand.

40. Ten new institutions joined the global network under ITC's *Modular Learning System in International Purchasing and Supply Chain Management (MLS-IPSCM)*, bringing the total to 75 institutions in 45 countries. Over 200 new

trainers attached to the network were trained by ITC, with network institutions delivering self-funded training to over 2,500 enterprise participants. The professional certification programme supported by *MLS-IPSCM* grew rapidly, with more than 1,900 exams taken, representing a 59% increase over 2004. A global *MLS-IPSCM* Roundtable was organized in Cairo by ITC and Egypt's Foreign Trade Training Centre. Drawing from international network experiences, the China Federation of Logistics and Purchasing developed a local network of 38 institutions offering *MLS-IPSCM*-based training. In Mongolia, the National Chamber of Commerce and Industry initiated the *MLS-IPSCM* programme, translating materials into Mongolian.

MLS-IPSCM partner institutions meet the needs of the business community

'I have worked as a production supervisor for 12 years. Before joining the *MLS-IPSCM* programme, I did not know much about purchasing and supply management or about its crucial role and influence on the manufacturing environment and on the organization as a whole. After studying a few modules, I found that this not only gave me new knowledge but also helped me to understand the bigger picture. This has made a big difference. I have been able to apply the learning in my daily work relating to issues such as process analysis and materials delivery planning linked to production scheduling.' - *Ong Seng Hock, participant in the MLS-IPSCM training programme in Malaysia*

Quality and Standards provided practical, usable advice and services, ...

41. *A Strategic Approach to the Quality Assurance Challenge*, a paper on structured approaches to establishing an export-oriented national quality infrastructure, was endorsed at the global consultation meeting, organized in partnership with the national research organization of Malaysia (and subsequently published). Assistance was provided to four Central Asian countries (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan) to improve their standards and conformity assessment infrastructure. ITC also provided technical assistance to the Philippine seafood inspection services under a project funded by ATF.²

² See box on page 13 under Goal 4.

Uzbekistan – Accreditation of the national ISO 9001 certification body

The Trade Promotion in Uzbekistan project identified the lack of international recognition of the conformity assessment certificates issued by local service providers as a key export growth constraint. ITC provided expertise to SMS ITI, enabling it to meet international requirements. The manager of SMS ITI was trained at an overseas certification body and funds were provided to SMS ITI to apply for accreditation on a cost-sharing basis. SMS ITI was accredited in November 2005 by NAT, the Hungarian national accreditation body and a signatory of the Multilateral Recognition Arrangement of the International Accreditation Forum for quality management systems. Uzbek enterprises can now get access to recognized ISO 9001 certification from SMS ITI instead of using foreign certification bodies.

... packaging took stock and rebranded, ...

42. 2005 saw completion of the 40 export packaging modules under the 'PACKit' information base. Support focused on dissemination of materials, and technical assistance at country level to packaging supply chains, exporting SMEs and support institutions. ITC conducted training workshops and advisory missions in Cuba, Egypt, Ghana, Malawi, Senegal, and South Africa. ITC's participation in, and active contribution to, Afrik'Embal, a regional packaging trade fair organized by Ghana and Côte d'Ivoire, enhanced the visibility of its programmes in the subregion. ITC also participated in *interpack*, the world's most important packaging trade fair.

... as trade finance challenged conventional mechanisms.

43. Two publications, *Finance for Trade* and *Navigator on E-Finance for SME Exporters in Developing Countries*, were completed, focusing on increasing the capacity of partner organizations to take advantage of innovative financing mechanisms. To facilitate wider dissemination of best practices, the relationship with the Association of Development Finance Institutions of Asia and the Pacific (ADFIAP) and the Association of Development Finance Institutions of Malaysia (ADFIM) was formalized under the SME Finance Initiative. Project work continued in Nepal under the Integrated Framework on the development of a matching grants scheme for exports.

Services export promotion remained a priority ...

44. ITC continued to develop a networking platform aimed at TSIs to create awareness, build capacity and explore business opportunities for trade in services. Projects to build capacity within TSIs in the area of trade in services were initiated under ATF in the Philippines and Sri Lanka.

New services coalition created in the Philippines

In the Philippines, services exports are being boosted through the creation of a new services coalition, which represents 12 major sectors. A steering committee of senior-level stakeholders from the private, public, and academic sectors was established and is a model for other countries in developing a road map for services export competitiveness.

'The activities of the coalition have developed a wider awareness of the nature and potentials of services trade. As our strategic plans evolve to consolidate and strengthen our global competitiveness in various areas of services trade, I believe we will emerge as one of the major global players, underpinned by our ample human resources.' – *Edsel Custodio, Undersecretary for International and Economic Relations, Dept of Foreign Affairs*

45. In Zambia, 74 professional institutes and associations in the services sector from 6 Southern African countries attended a Bridges Across Borders networking event. The main objective of the event was to foster partnerships and share market information. A new partnership was initiated with the China Council for Promotion of International Trade to promote exports of services. New services coalitions were under development in Ghana, Grenada, St Lucia, the United Republic of Tanzania and Zambia.

... and Market Analysis Tools continued to be in high demand.

46. As the Doha Work Programme gathered pace in 2005, least developed and developing countries had a pressing need for a comprehensive source of the most current tariff information together with the tools to analyse this information. ITC continued to cater to this need of TSIs in the public and private sectors through further development of its market analysis tools. TradeMap expanded to 235 countries and territories and now includes trade data (including services) at the national tariff line for 35 countries.

MacMap: An indispensable tool for trade negotiators in developing and transition economies

Launched in early 2005, Market Access Map (www.macmap.org) provides a transparent view of customs tariffs worldwide with tariff simulation functionality enabling users to assess the pros and cons of all major tariff reduction formulae on the negotiation table today. The tool takes the complexity out of the 'spaghetti bowl' of bilateral and regional trade agreements and cuts the time it takes to assess a negotiation proposal from weeks to hours. With the generous support of donors, free access was provided to least developed and developing countries in time for the WTO Hong Kong Ministerial Conference.

Sustainability was achieved among ITC's BMS partners ...

47. In partnership with regional and national trade support agencies in the Balkans and with the support of ITC, IGEME (the Export Promotion Centre of Turkey) trained over 200 enterprises and trainers in Albania, Bulgaria, Macedonia, and Romania. Similarly in Jordan, the Certified Trade Advisor Program (CTAP) accredited trainers to offer training to ITC partners in the region in Arabic. In Latin America, the Ministry of Tourism in El Salvador used ITC's Business Management System (BMS) in its restructuring process while a partnership was established in Peru to implement an SME promotion project on the border of Peru and Ecuador.

... and innovative partnerships were launched with the private sector.

48. Building on the experience gained under the E-Trade Bridge Programme, ITC initiated a project with Hewlett Packard (HP) to establish two pilot training centres for SMEs in Egypt. The partnership draws on ITC's strengths in capacity building and HP's strengths in e-solutions. Trainers affiliated with the Foreign Trade Training Centre and the Alexandria Business Association are also being trained under this initiative.

A new programme in information management for sub-Saharan Africa was initiated ...

49. A three-year partnership programme for strengthening the information service capacity in sub-Saharan Africa was launched with the Netherlands Centre for the Promotion of Imports from Developing Countries (CBI). The programme supports the strengthening of institutions in Central and West Africa, the development of information and market analysis services in Ethiopia and Namibia, the initiation of

information service development programmes in Burundi and Rwanda and the deployment of improved technical information service infrastructure in Zambia.

... as ITC's Trade Information Resource Centre continued to expand its services ...

50. The ITC Library/Trade Information Reference Centre enhanced its virtual information service to users in Geneva and in partner countries with electronic information resources increasing to 22,000 and client numbers increasing by 10% to 2,200.

... and multilingual trade information seminars were held.

51. For the first time, training seminars on trade information were organized in Spanish, French and English. Thirty-three trade information specialists from 25 countries came to ITC to learn from other specialists and share their experience in methods and resources for the management of trade information services.

Supply capacities were built within TSIs under export-led poverty reduction projects ...

52. The Export-led Poverty Reduction Programme (EPRP) continued to train local institutions and partners to facilitate replication of good practices in EPRP at the national level. Nine stakeholder and train-the-trainer workshops were held in cooperation with national TSIs in Brazil, Cambodia, Ethiopia, Mongolia, South Africa and Viet Nam with a total of 290 participants of which 45% were women.

EPRP interventions help to strengthen the Cambodian Craft Cooperation (CCC)

Following the successful implementation of an EPRP pilot project with rural silk weavers in Tanorn village, CCC, the organization of Cambodia's craft producers, successfully replicated the EPRP methodology with the following results:

- Three new silk weaver communities that produce for exports have been established (Say Wa, Kborb, Prek Antak);
- Income of women entrepreneurs has tripled and their self-confidence has increased;
- A marketing website for Cambodian silk (www.silkfromcambodia.com) was developed and served as a model for craft associations in the Lao People's Democratic Republic and Viet Nam with CCC staff offering them training on its use;
- The EPRP methodology has also been adapted to CCC's silversmithing and pottery producer groups.

... but challenges still remained.

53. TSIs face key challenges in providing relevant and timely services to clients with the ultimate goal of increasing business competitiveness. Clients now demand integrated service packages to meet the specific needs of SMEs in international business. TSIs also continue to face challenges in building closer working relationships with the private sector and in securing adequate resources to develop appropriate tools and deliver effective services. ITC will need to provide targeted assistance which adds value to the work of partner TSIs and their SME clients.

GOAL 4: IMPROVE SECTOR PERFORMANCE

The landscape evolved.

54. Global trade continued to grow in 2005, yet the LDCs' share remained less than 1% of total value. For SMEs in developing countries, in particular those in LDCs, the competitive environment is tougher than ever as companies consolidate and tariff barriers are being lifted, exposing companies with low productivity, particularly those located in countries with weak infrastructure and high transport costs.

Assistance was provided to the textile and clothing sector, ...

55. ITC finalized its five-step approach to assisting companies to increase their competitiveness in order to face up to consolidation and increasing economies of scale within the industry

**Textiline – ASSOS:
Export Success is a long-term achievement**

A 2001–2002 project that assisted Kazakh clothing companies to improve export capacities led to export success in 2005. ITC assisted the Kazakh company Textiline with training in marketing, design development, sourcing of material and improving skills at the enterprise level and marketing missions. One of these missions brought Textiline into contact with ASSOS S.A., a Swiss company known for high-quality bike wear. ITC helped Textiline to understand buyer requirements, to develop a client orientation and have an active approach towards critical competitiveness factors. With these skills in hand, Textiline and ASSOS jointly developed a new collection resulting in the first export order for Textiline outside Central Asia. Although the financing of the project ended in 2002, ITC continued to support Textiline with technical backstopping resulting in this success story.

through two new publications: *Source-it: Global Material Sourcing for the Clothing Industry* and *Get Connected: E-Applications in the Textile and Clothing Sector*. The FiT benchmarking tool for the clothing industry was successfully introduced in Latin America and ASEAN. Following its launch in South Asia in 2004, India developed a web-enabled version, which will be handed over to ITC for global implementation. ITC continued to develop and present strategic options for the T&C sector at workshops organized by WTO, UNCTAD, WIPO and ITC. Two videoconferences were organized under JITAP to review the issues at stake after the dismantling of the Agreement on Textiles and Clothing.

... the leather sector, ...

56. ITC's continued commitment to the African region materialized in institutional strengthening support to the African Leather and Allied Industries Association, which will organize Meet in Africa 2006 in Cairo, Egypt. In Mauritania, an export strategy in hides and skins is being developed with the support of JITAP. In Bangladesh, extensive project identification and development activities resulted in two complementary projects for the hides and skins and leather sectors including strategy development and implementation and the establishment of a leather services centre for the industry.

... the organic and natural products sector, ...

57. The EU and United States markets for organic food produce and natural ingredients for cosmetics and pharmaceuticals continued to grow in 2005. However, producers and processors in developing countries and economies in transition still had daunting obstacles to overcome, in particular, stringent quality demands, high certification costs and lack of market information. In response to these challenges, ITC designed and began implementation of a new programme of country assistance, the Organic and Natural Products Export Programme, which will provide training to SMEs and export promotion agencies on product development, quality management and market information. A preparatory mission was carried out in Ghana. In Thailand, the ATF project 'Strengthening the Export Capacity of Thailand's Organic Agriculture' facilitated the formulation of an export strategy for the sector by government and private-sector stakeholders. Concurrently, ITC provided Thai public agencies with training on accreditation, organic certification and regulations for export markets which will enable the Government to continue the development of a regulatory environment that supports exports of Thai organic produce.

... the fresh fruit and vegetables sector, ...

58. Over 50,000 apple growers in Shaanxi Province, China, have benefited from an ITC pilot project aimed at developing an export-oriented fresh apple industry in that province. More than 6,000 apple growers participated in the training programmes delivered by ITC international and national experts. Both the productivity and the ratio of quality apples have increased considerably with a direct impact on exports. All the farms assisted have been accredited with EUREP-GAP certification in 2005 which is essential for export to European markets. A supply survey of mangoes in Haiti was undertaken and solutions proposed for key trade-related constraints. In Lesotho, under the IF programme, farmers, SMEs and government officers were trained in agro-industry business development, using expertise from China and neighbouring South Africa.

... the coffee sector, ...

59. In El Salvador, the EPRP promoted the production of 'gourmet coffee' and linked the socially and ecologically oriented coffee company Café Monte Sión with top quality markets in Japan. The sales price increased by 30% while total sales volume increased by 40%. The harvesting income per worker has risen from US\$ 200 to US\$ 300, with 1,000 beneficiaries.

... the wood products sector, ...

60. In Mozambique, ITC trained craftsmen in improving design of wood jewellery and secured new sales outlets in Europe and South Africa. The range was showcased at the Paris Ethical Fashion Show in October 2005. On behalf of the International Tropical Timber Organization ITC prepared and published a comprehensive review of wooden furniture markets in Canada, China, Egypt, Japan, the United States and selected countries in the European Union.

... the jute sector, ...

61. ITC assisted the International Jute Study Group to formulate a road map to develop exports of jute and jute products. The sector is currently facing heavy competition from synthetics while demand has been substantially reduced with the shipping industry substituting jute bags with bulk containers. Three brainstorming sessions were organized in Bangladesh, India and Switzerland where leading exporters, importers and experts held technical discussions on the preparation of the Road Map.

... the fisheries sector, ...

62. ITC contributed to strengthening the capability of the Philippines to trade fish and fishery products to the EU and other importing countries.

ITC project helps the Philippines comply with EU requirements for processing and inspection of fish products

'The project "Upgrading BFAR's Capability in Fish Inspection Services" is an excellent example of rapid assistance response to an urgent need. This project was designed based on the negative findings of an EU sanitary inspection mission in October 2004 and aims at assisting the authorities in charge of fisheries as well as the concerned industry to comply with the EU market access requirements. Thanks to the strong support from the Government and the swift response of ITC as well as colleagues involved in ATF, high level assistance has been extended to the Bureau of Fisheries and Aquatic Resources since June, just in time for the November 2005 EU follow-up inspection mission. The outcome of the ITC project can have a direct impact on the Philippines ability to export fish products to the EU and thus on the numerous fishermen and aquaculture farmers who benefit from it.' – *Fabian Seider, Cooperation Adviser Delegation of the European Commission in Manila*

... the gems and jewellery sector, ...

63. In association with the Sri Lanka Export Development Board, ITC organized marketing workshops and trade fair visits and assisted in product development based on export strategies developed in 2004 to help SMEs in the gems and jewellery sector.

... the services sector, ...

64. Until recently, few technical assistance programmes had addressed services trade promotion. ITC has filled that gap with ServiceExportNet, whose members are now including services in strategic export plans and activities. In 2005 ServiceExportNet expanded to 22 member countries, which met in Geneva to review challenges, achievements, and future needs. Members were provided with tools, best practices, and information in order to expand their efforts to build capacity within services associations and cover more services sectors. Of particular interest was a tool that ITC developed to assist in engaging the media to promote trade in services. A new project, Strengthening Entrepreneurship Among Women Exporters of Services, began in 2005 to respond to particular challenges facing women entrepreneurs in the services sector.

... and to the tourism sector.

65. ITC, Banco do Brasil and international hotel chains implemented a joint project aimed at increasing the local sourcing of labour and produce by hotels in Costa do Sauípe. Seven thousand people from eight local communities have benefited.

Community-based tourism in Brazil

'The hotels in Costa do Sauípe see the advantages of the ITC methodology in community-based tourism. Now we know how to recruit and train poor people. We will do the same elsewhere.' - C. Caron, General Manager of Sofitel Costa do Sauípe

66. The Accor Group, one of the participants in the project in Brazil, has decided to use the ITC community-based tourism methodology to set up an 'exemplary hotel' in Nouakchott, Mauritania. In Colombia, the national TSI Proexport will replicate the successful Brazil experience on a cost-sharing basis with ITC. Under the Integrated Framework, ITC is also helping Djibouti improve the performance of its tourism sector in partnership with the Office national du tourisme in Djibouti.

Business opportunities between companies were created in key sectors ...

67. The South-South Trade Promotion Programme (SSTP) organized, jointly with 42 national TPOs, 8 buyers-sellers meetings on services, horticultural and apicultural products, food and agro-processing products, pharmaceuticals and natural products, wood and wood products, and aid relief items. A record number of 67 business associations and 434 companies in the South managed to conclude new business transactions worth US\$ 37.7 million, with a substantive impact on employment generation. SSTP focused in 2005 on food and pharmaceuticals, both key sectors for improving living conditions of local populations. Training seminars on packaging, implementation of ISO 9001, implications of the TRIPS Agreement and marketing were organized to complement the buyers-sellers meetings. A subregional workshop involving business and public-sector representatives to validate studies on intraregional trade potential within ECCAS was held in Kinshasa. Work also commenced on the development of a subregional trade-related technical assistance programme for ECCAS member States focusing on harmonizing regulatory frameworks for business, strengthening TSIs, enhancing supply capacities and promoting intraregional trade.

Aid Procurement, a niche market for African companies

'PKL supplied over 5,000 tons of cereals and cereal-blended foods, worth 2 million euros, to aid agencies for refugees in Côte d'Ivoire, Liberia and other spots. Working with international aid agencies allowed the company to increase its staff to 60, half of them women, and employ over a hundred daily workers. PKL sources cereals from almost 40 towns and villages in Côte d'Ivoire and has estimated that out of 100 euros paid by the international agencies, 60 euros go directly to pay the salaries of the extremely poor rural workers. - *Proteine Kissée-La (PKL), Côte d'Ivoire, participant in the SSTP buyers-sellers meeting on aid relief items (Dakar, September 2005)*

... as market orientation tours opened new perspectives and markets ...

68. To support export development work at sector level, a number of market orientation tours were organized for exporters from Benin, Burkina Faso and Senegal to prospect new markets in the South and in developed countries. This resulted in concrete business opportunities for SME exporters from these countries, such as the export of meat from Burkina Faso to Ghana, textile furnishings to Canada and exotic fruits to North Africa. Under ITC's PACCIA/PACT programme South African cosmetics producers and farmers from Ghana found concrete export business opportunities in Canada and Europe respectively.

... and the EPRP programme had significant impact on employment and income generation.

69. In 2005, new export-led poverty reduction projects were launched in Burundi, Colombia, Guinea, Malawi, Mauritania, Mozambique, Rwanda and Zambia. Ongoing projects in 15 countries have benefited 9,500 poor people by creating additional jobs and raising incomes. Salaries have increased significantly, by between 20% and 200%. Altogether, these projects generated estimated exports sales in excess of US\$ 1.3 million for poor communities. In Sierra Leone, the EPRP project worked with local communities to train 33 agronomists and 200 farmers in production techniques. Yields of ginger increased by 300% and the project scale was expanded to cover more than 11,000 farmers with first export shipments foreseen for March 2006. In Kenya, ITC trained selected exporters in improving quality of chillies whilst facilitating development of the farm communities. Income of some farmers has already doubled through the planting of chillies.

New web portals provided one-stop shops for exporters ...

70. ITC's Leatherline website (www.intracen.org/leatherline) continued to expand in 2005 in order to increase the visibility of the leather sector in developing countries and facilitate access to market information. The website has firmly positioned itself as an important source of information for the leather industry, with over 14,000 visits per month and about 250 business offers and demands exchanged in its marketplace. In cooperation with ESALIA, ITC developed the African Platform in Leatherline for information on the African leather industry.

71. A new website providing information on organic and natural products, including information on markets, standards and regulations and access to a database of importers (www.intracen.org/organics.htm) was launched, while the web portal www.servicexport.com was opened to all developing countries interested in showcasing their services sector capacity online. This has resulted in a web presence for small companies and services industry associations in 24 countries, a key requirement since tourism-related services are frequently sourced online.

... and answered queries on all aspects of the coffee trade ...

72. With support from the International Coffee Organization, ITC launched a coffee website, www.thecoffeeguide.org, in English, French and Spanish. It includes an updated version of the highly demanded *Coffee – An exporter's guide* and a free question and answer service where a panel of coffee experts responds to user queries. The website had over 1,500 visits and 16,000 hits per month by the end of the year. Shortly after the port of New Orleans was forced to close because of Hurricane Katrina, exporters of coffee destined for the United States posted questions on the website on implications for their business of the closure of a port to which they ship coffee. Their uncertainty was related to the interpretation of the *force majeure* clause in the contracts, which was invoked by carriers and buyers.

... but challenges still remained.

73. ITC will need to continue to develop sectoral support programmes as the needs of each sector evolve. Assistance to critical areas such as the textile and clothing, cotton and services sectors will need to be scaled up. In addition, sectors having a large potential for employment and income generation and creation of backward linkages with poor communities, particularly in Africa and LDCs, will need to be addressed.

**GOAL 5: BUILD ENTERPRISE
COMPETITIVENESS**

The landscape evolved.

74. In 2005, trading conditions deteriorated for producers of value-added products and services because of unusually high oil prices. SMEs continued to face pressure from international competition as market liberalization measures opened new markets abroad but also increased competitive pressures at home, particularly in services. Enterprise managers struggled to improve their competitiveness by gaining access to critical resource inputs in the shape of human, financial, physical, network and information assets. Spurred on by developments in e-business, the pace of technological change continued to accelerate. Only a small percentage of companies, however, possessed the skills and resources required to use these new technologies effectively.

BizDev gap analysis tools improved project design, ...

75. Based on requests from the field, two new market and supply assessment tools were developed to quantify the gap between SME needs and the provision of business development services to meet these needs. These two tools together with the SME audit tool Snapshot form the basis of the new BizDev methodology. The resulting BizDev kit was piloted in Romania with 90 enterprises in the software, wooden furniture, garment manufacturing and organic farming sectors. The approach enabled a systematic, uniform analysis of generic needs of enterprises across four sectors. Based on the needs identified, a project to assist enterprises to address the gaps in business support services has now been formulated.

... resulting in training to nearly 1,300 enterprises ...

76. In 18 separate training events, 1,100 enterprises from the services sector learned how to address the particularities of export-readiness and partnership unique to their subsectors. In addition, using new and existing business improvement tools, ITC together with its partners held 28 management training events involving 830 enterprises and trainers. As a result partner agencies from 17 countries are beginning to render methods-based and systematic training to improve enterprise competitiveness in Bolivia, Cambodia, El Salvador, Guatemala, Honduras, Jordan, Kenya, the Lao People's Democratic Republic, Mongolia, Peru, the Philippines, Romania, Senegal, the United Republic of Tanzania, Turkey, Uganda

and Viet Nam. In most of these events, participants bore their own expenses either fully or in part.

... while ITC regional hubs demonstrated lasting impact.

77. The training and counselling capacities created through ITC's regional hubs continued to demonstrate their viability in 2005. COMPITE, ITC's regional hub for Central America and the Caribbean will take the lead role in training 25 Cuban consultants to offer strategic planning services to companies. An MoU was signed between the Center for Export Promotion of Cuba, the Institute of Foreign Trade and ITC to deliver a series of three workshops to improve national capacities to offer management and export training services to SMEs. The project is entirely financed by the Cuban Government.

IGEME sharpens SME competitiveness in the Balkans
<p>Three years after ITC trained and certified trade experts from Export Promotion Centre of Turkey (IGEME), strengthened trade support capacities continue to benefit not only Turkey, but also the entire Balkan region.</p> <p>After training over 1,000 enterprises in various industry sectors across Turkey, IGEME's certified experts have since disseminated the skills and capabilities in the entire Balkan region using the platform offered by the Balkan Regional Centre for Trade Promotion. Having trained Albanian and Macedonian enterprises in December 2004, they went on to train 52 enterprises in Romania in partnership with the Romanian Trade Promotion Centre in 2005.</p> <p>These workshops demonstrate a growing network, and are evidence of regional capabilities based on ITC's initial investment. In response to continuing demand, the IGEME team held similar workshops in Albania and Bulgaria and is planning more.</p>

New training resources addressed management and exporting skills ...

78. Thirty new publications were developed to support the delivery of integrated SME training programmes teaching management, exporting and e-business skills to enterprise managers. This included a suite of 19 new technical publications on a variety of issues confronting enterprises that engage in international trade, such as building and verifying an international strategy, designing promotions online, communications, distribution capacities, and participating effectively in trade fairs. These publications, illustrated with examples, offer aspiring international traders much-needed grounding in the theoretical and practical aspects of international business. The

China Council for the Promotion of International Trade published a nationally adapted Chinese version of the ITC guide *Managing Participation in Trade Fairs*. A new *Trade Secrets* guide, *Exporting Pharmaceuticals: A guide for small and medium-sized exporters*, was produced to answer frequently asked questions and concerns of enterprises in this growing trade sector, while *Secrets of Intellectual Property: A guide for small and medium-sized exporters* was published in French and Spanish.

... with specific support for women entrepreneurs.

79. ITC pursued gender-specific issues in trade by training women exporters, concluding partnerships with women's business associations and undertaking mentoring programmes covering Ethiopia, Ghana, South Africa, the United Republic of Tanzania, and Uganda.

African Businesswomen get ACCESS!
<p>As part of the Gender in Trade Initiative of the PACCIA/PACT programme jointly executed with the Trade Facilitation Office Canada, 22 new training modules were developed to help women entrepreneurs carry out export transactions. The 'ACCESS! for Businesswomen in International Trade' export training course was developed under ITC's technical leadership using the BMS training platform as the framework and source material.</p>

New training tools in purchasing and supply chain management were implemented ...

80. ITC developed a new training tool comprising counselling, an upgrading methodology and training content for improving supply chain management processes in SMEs. This new material, which will be delivered through 'learning-by doing' sector workshops with groups of SMEs, was successfully tested in the Republic of Moldova and in South Africa in 2005. It focuses on improving supply chain performance by evaluating each major link of an enterprise's supply chain, coaching an enterprise in developing action plans and performance indicators and providing technical assistance through an in-country counterpart supported by ITC. Similar activities implemented in the agri-pastoral and agri-business sectors of West Africa were well received by government agencies, businesses, associations and donors. As a result, ITC is expecting to provide similar project-based assistance in Benin, Burkina Faso and Senegal during 2006 to help enterprises implement customer-focused supply chain management and meet international market standards.

... and practical guides were locally adapted.

81. Passing the 100th national adaptation mark, the Omani Centre for Investment Promotion and Export Development (Oman) and Prompex (Peru) prepared nationally customized versions of *Trade Secrets: The export answer book*, and the United Arab Emirates commenced work on a national version of the guide. The Automotive Components Manufacturers Association of India published a nationally customized edition of *Exporting Automotive Components: An answer book for small and medium-sized enterprises* and *Secrets of Electronic Commerce: A guide for small and medium-sized exporters*, while national adaptations of *Export Quality Management: An answer book for small and medium-sized enterprises* were also published in China, Cuba and Colombia.

SMEs harnessed the benefits of ICT ...

82. During phase I of the E-Trade Bridge Programme for SMEs, ITC discovered that in many countries, despite easy and affordable access to the Internet and information and communication technologies (ICTs), e-working among enterprises remains low due to inadequate knowledge and inability to perceive the usefulness of commercial e-applications. Four regional reports assessing e-preparedness in ASEAN, Central America, WAEMU, and West Africa confirmed the persistence of a 'use-divide' in spite of improved SME access to ICTs.

Bridging the 'use-divide'
<p>The 'use-divide' denotes the relatively low application of e-solutions by enterprises even in cases where there is no significant 'digital' or 'access-divide'. Addressing the 'use-divide' is the focus of ITC's E-Trade Bridge Programme during its second phase.</p> <p>During 2005, ITC held two regional workshops in Thailand and Kenya to disseminate the e-tools developed during phase I. Participants representing 60 institutions from 25 countries were trained to apply enterprise diagnostics and methodologies for enabling SMEs to use e-tools, and to disseminate them. Equipped with these deliverables, prospective E-Trade Bridge partner agencies set out to build their own national programmes and form national centres to deliver integrated enterprise management development programmes.</p> <p>Over 90 participants were certified as associate members of the E-Trade Bridge Network, having successfully completed the Bridging the 'Use-Divide' training programme.</p>

... through workshops and projects ...

83. ITC, in partnership with CBI, the Swiss State Secretariat for Economic Affairs (**seco**) and the Centre de conciliation et d'arbitrage de Tunis, led two parallel events during WSIS 2005 under the theme of e@work. More than 100 participants from 23 countries discussed the impact of ICTs on business and how SMEs can use ICTs to develop new markets. ITC's Trade at Hand project undertook a needs assessment exercise in Burkina Faso which confirmed the strong demand for mobile phones to deliver business-critical information to SMEs in countries where Internet connectivity remains low.

... and publications on the digital economy.

84. A series of country reports analysing the current state of e-trade and B2B marketplace development in Bangladesh, Nepal, the Philippines and Sri Lanka were released. The reports describe how SMEs can expand trade through regional e-marketplaces, the dynamics and competition of e-marketplaces, and the role of government in assisting SMEs to successfully integrate e-trade into their business strategy. As part of this activity, representatives of the Tunisian Post Office shared their e-payment expertise with Nepalese counterparts and a 'Road map on e-payment for Nepal' was published. Following on the first e-Business Forum in South America, ITC published a report on 'Empowering SME Exporters Through ICT - Lessons from South America', charting major trends among South American SMEs applying ICTs in their business activities. The impact of ICT in specific sectors was explored in collaboration with *InfoDev*, resulting in articles on the use of ICT in export marketing in the certified organic, services, clothing and coffee sectors.

New regional capacities delivered SME impact ...

85. The partner agencies and trainers previously trained by ITC demonstrated sustainability of ITC operations by providing national and regional training programmes based on ITC materials. ATIFTAP (Southeast Asia), IGEME (Balkans) and COMPITE (Central and Latin America) demonstrated regional sustainability, initiating new programmes of their own accord by partnering with other business support providers and leveraging funds for SME development.

FitDev makes the Philippines fit for e-trade

As a result of a training programme delivered jointly by ITC and its regional partner ATIFTAP, a national centre for enterprise management development was established in Manila. The Forum for International Trade and Development signed an MoU with the Government of the Philippines Commission on Information and Communications Technology (CICT) to improve e-working practices among SMEs. The ITC-accredited trade advisers delivered training to over 500 SMEs in 4 Business Advantage workshops sponsored by Intel and Microsoft. FitDev carried out a survey of enterprises using ITC's BMS as the basis for the survey design. The results of the survey will be used to shape an ambitious nationwide programme from CICT, Intel and Microsoft to train 100,000 SMEs over 5 years.

86. In the Arab region, a major new project to create an Egyptian Marketing Centre was launched with the Egyptian Government in partnership with the Social Fund for Development and the Small Enterprise Development Organization. The aim of the project is to build the capacities of the Foreign Trade Training Centre to design, develop and deliver training and counselling services to improve the international

competitiveness of SMEs. This project signals a major new return to ITC project activity in the Arab world with enterprise development projects forecast in Jordan, Oman and the Syrian Arab Republic. This US\$ 500,000 project is entirely financed by the beneficiaries.

... but challenges still remained.

87. There is a growing realization that ITC, donors and technical partners must view trade within the context of the enterprise lifecycle, from company start-up, to exporter, to international business. Harnessing the economic potential of the informal sector and providing 'gateways to growth' will ensure that at risk groups are not marginalized in the drive for economic and social development. More work still needs to be done to ensure that performance measures relate to the intended end beneficiaries of enterprise development interventions, namely the SMEs themselves, and that monitoring performance is both practical and cost effective. This process begins with project and programme design and it is incumbent on all stakeholders to agree on objectively verifiable indicators of performance before programmes and services have been delivered.

The management perspective

Management issues

A 4.7 % increase in delivery was achieved ...

88. ITC's delivery stood at US\$ 22.1 million, representing an increase of 4.7% over 2004. Delivery in LDCs increased to 37% while assistance to Africa stood at 36%. As in previous years, care was taken to ensure that the increase in delivery went hand in hand with high-quality technical assistance, to maintain ITC's relevance, credibility and reputation among beneficiaries and donors alike. The single-digit percentage increase in delivery over the last two years, following a three-year period of robust double-digit growth, is an indication that ITC's current capacity seems to be near its limits. Innovative business processes, additional regular budget resources and a stronger and more predictable resource base will need to be found to help ITC make another quantum leap in its delivery in line with the high demand for ITC's services.

... and corporate targets were met.

89. In parallel to this increase in delivery, ITC met or surpassed 14 of 17 corporate indicators of achievements called for by the United Nations reporting system and presented for the first time in annex II of this report.

The external evaluation of ITC confirmed its comparative advantage ...

90. The laborious and time-intensive external evaluation led by the Government of Denmark was completed. The evaluation confirmed ITC's comparative advantage in trade-related technical assistance and gave high marks on the relevance and efficiency of its operations. A number of useful recommendations were made to both ITC and its stakeholders. The evaluation report was discussed for one full day at the informal JAG in November. Delegations appreciated the positive outcome of the evaluation and reaffirmed their full support to

ITC. ITC has already started implementing a number of recommendations as indicated in the management response prepared after the informal JAG and shared with the Chair of the ITC Evaluation Core Group.

... as ITC made a significant contribution in the context of the Doha Negotiations and MDGs.

91. The WTO Hong Kong Ministerial Declaration reaffirmed ITC's niche and comparative advantage in providing TRTA as well as its role in complementing the work of WTO. It is expected that ITC will increasingly be called upon to help the business community in developing countries and transition economies to benefit more fully from WTO agreements.

Special recognition of ITC in the WTO Hong Kong Ministerial Declaration
<p>'We reaffirm the priorities established in paragraph 38 of the Doha Ministerial Declaration for the delivery of technical assistance and urge the Director-General to ensure that programmes focus accordingly on the needs of beneficiary countries and reflect the priorities and mandates adopted by Members. [...] We invite the Director-General to reinforce the partnerships and coordination with other agencies and regional bodies in the design and implementation of technical assistance programmes, so that all dimensions of trade-related capacity building are addressed, in a manner coherent with the programmes of other providers. In particular, we encourage all Members to cooperate with the International Trade Centre, which complements WTO work by providing a platform for business to interact with trade negotiators, and practical advice for small and medium-sized enterprises (SMEs) to benefit from the multilateral trading system.' – <i>Para. 53, Ministerial Declaration, WT/MIN(05)/W/3/Rev.2, 18 December 2005</i></p>

92. ITC activities continue to address target 12 of goal 8 of the MDGs, which calls for developing further 'an open, rule-based, predictable, non-discriminatory trading ... system' and, through it, also goals 1 and 3. Whereas all ITC programmes are oriented towards addressing target 12 of goal 8, EPRP has proven to be a specially important vehicle for reducing poverty. ITC will make increased efforts to better monitor its contribution to the MDGs in future in close collaboration with its field-level partners. ITC also played an important role in calculating trade-related data for targets 38 and 39 of the MDGs.

Partnerships were strengthened, ...

93. ITC continued to build on existing partnerships and explore new ones. Collaborative

activities with WTO reached an all-time high with a large number of joint activities under JITAP and CAMAD as well as reciprocal participation at workshops organized by the two organizations such as the ITC B4D events and WTO events on cotton, textiles and clothing and services. Cooperation with UNCTAD was further strengthened with joint activities in the areas of market access and non-tariff barriers, market analysis (CAMAD) and investment (Investment Maps). The new partnership with CBI progressed successfully. Collaboration with the EC was reinforced with the ATF facility resulting in 10 new projects being approved during the year. ATF has proved to be an excellent quick-response facility for responding to MTS challenges in Asian countries. A new multi-country EC-funded project on trade in services was also launched.

94. New partnerships were forged with UNESCAP and AITIC in the context of the B4D initiative, with the Commonwealth Secretariat in the area of strategy design and quality management, and with ISO and WIPO in the area of quality management.

... RBM remained a high priority, ...

95. RBM remained a high priority for ITC. With a view to introducing a more effective performance management culture in the organization, a training programme for all staff was conducted with the United Nations System Staff College. This was complemented by presentations by the Joint Inspection Unit, the Board of Auditors and the OIOS on the same topic. JITAP managers and national focal points were trained (with the assistance of CIDA/CFA), on results-based management and reporting. Planning for team building training was also initiated and, in consultation with staff, a basis for performance appraisal training was put in place. The development of the Operations Portal neared completion. It will be used for planning and monitoring of projects and for performance reporting. An initiative to revamp ITC's project cycle management, in line with sound RBM principles and practices, was launched.

... operations and internal business processes were further refined ...

96. An ITC procurement manual was issued and made available online to all staff. Work progressed, more slowly than planned, in the area of budgeting for projects. Procedures for implementing specific major donor agreements were developed and a first version of a manual for managers was prepared. Models for memoranda of understanding and grants were updated or are being reviewed and the ITC electronic office (forms, workflows, etc.) was greatly enhanced.

... and positive results were achieved in programme evaluations.

97. Apart from the comprehensive external evaluation of ITC, a number of programme evaluations were undertaken during the year. A mid-term evaluation of ITC's projects in Viet Nam, Cambodia and the Lao People's Democratic Republic as well as in the Central Asian countries yielded largely positive results and useful recommendations for the way forward. Preparatory work on a comprehensive evaluation of JITAP was initiated. Work commenced on the preparation of a set of evaluation guidelines based on best practice of the United Nations Evaluation Group. ITC's evaluation staff also participated in a number of United Nations-wide evaluation-related surveys. Possibilities of closer collaboration with OIOS on evaluation, in particular on self-evaluation techniques, were explored.

New donors contributed to ITC ...

98. Japan and New Zealand joined ITC's donor community during 2005. Discussions with the Government of Singapore late in the year will lead to the addition of Singapore as a new donor in 2006. Regular consultation was maintained with traditional donors through bilateral discussions, briefing of newly appointed representatives, the Consultative Committee of the Global Trust Fund, the JITAP Steering Committee and IF Steering Group. Possibilities of increased collaboration were explored, and will continue in 2006, with representatives of the Agence française de développement, and the Governments of Australia, Belgium, Malaysia, Spain and the Republic of Korea. The Donors Portal on the ITC Intranet was developed to provide information on priorities, contributions and contacts. Closer monitoring of pledges and receipt of funds was also undertaken throughout the year.

... while steps were taken for a smooth succession of senior management.

99. Considering the sequence of retirement of all members of ITC's Senior Management Committee, a number of measures were taken to ensure a smooth process of succession and to safeguard institutional memory. This included timely issuance of vacancy notices, overlap between incoming and outgoing directors, and the preparation of a new induction manual for senior managers. The new Director of the Division of Technical Cooperation Coordination joined ITC in November. A new Executive Director and Deputy Executive Director were appointed. They will assume duties in March and June 2006 respectively, following overlap with their predecessors.

Work on revamping of human resources development commenced, ...

100. A review of ITC's personnel policies was undertaken in close consultation with staff representatives with a view to aligning policies with those of the United Nations while respecting ITC's specific requirements. New training programmes providing staff with the opportunity to become more effective in their daily work and to enhance their professional skills were introduced and a strategic framework for training were finalized. In line with the United Nations HR reform, attention was given to the working conditions and safety of the staff. New provisions for flexible working arrangements were promulgated, the replacement programme of office furniture continued, and a programme to increase the physical security of the building was launched.

... measures were taken to make governance, accountability and oversight more transparent ...

101. Further to the requests by the United Nations General Assembly and the United Nations Board of Auditors that information on governance and oversight be provided to governing bodies, ITC is introducing, for the first time, in annex III of this Report, relevant information on its governance, oversight and accountability structures.

... and a number of ICT-related improvements introduced.

102. The use of ICT within the organization was expanded with the introduction of new Intranet pages and the enhancement of existing ones for operations-related administrative procedures. The Personal Portal was enhanced and the first component of an online applications and roster system was completed. The central storage server and related software were upgraded and security enhanced. Work was also initiated to install a full disaster recovery infrastructure. New software modules that can be used by multiple ITC Internet and Intranet applications were introduced ensuring consistency in approach, savings in development and maintenance costs and increased security control. A content management system to support all ITC web applications was initiated, remote access to the e-mail system and the Intranet were improved and, following the recommendations of the Board of Auditors, ICT standards and guidelines were updated or introduced.

The Biennium Budget was approved.

103. The proposed programme budget for the biennium 2006-2007 was approved by the United

Nations and WTO confirming the confidence countries place in the work of ITC. ITC was also complimented for its thoroughness and timely reporting to IMDIS, a result of systematic training of section focal points and consequent close monitoring of current performance indicators. A summary of corporate achievements reported under this system is presented, for the first time, as annex II.

Trade development advocacy was on the rise.

104. ITC's trade development advocacy efforts built on successful 40th anniversary initiatives. The *International Trade Forum* magazine, its flagship publication, broadened its concept and content to report on major trade development challenges, provide successful models in 'portraits of trade development', and provide practical resources. International Trade Forum online is becoming a major online reference for trade development, with its thematic portal, backed by articles for each topic, and high-quality links to further information. Online visits peaked at 200,000 in October 2005, a four-fold increase over the previous year. Strategic communications training was provided to ITC staff through a series of division-wide presentations, accompanied by a new ITC communications kit for all staff, consultants and interns. A new communications strategy for trade in services led to greater recognition among technical partners and media.

<p>The new <i>International Trade Forum</i>. Our readers write</p>
<p>'When I discovered the magazine at a library in Lima, I was impressed by the diversity of trade topics, wide coverage of countries and clear depiction of world trade trends ... In my course we use articles from the magazine as discussion themes, for questions in exams and for cases from other cultures.' – <i>Franklin Duarte, Catholic Pontifical University, Peru</i></p> <p>'I was carried away by the fabulous look of the 3rd issue of Trade Forum, as much as by the variety and topicality of issues ... I take this opportunity to thank the Trade Forum team for your continued good efforts to make every Trade Forum edition so much nicer and better ... ' – <i>Bindu D. Adhikary, Nepal</i></p> <p>'We are most thankful to the Editor for allowing us free subscription. For a small economy developing country, isolated and remote as it is, any educational information targeted at making improvements and progress to the economy along with suggestions and recommendations to further the economy would be most welcomed. The Chamber salutes the production of the International Trade Forum, an excellent and wonderful magazine.' – <i>Chamber of Commerce and Industry, Fiji</i></p>

Challenges ahead

On the external front

Key substantive challenges remain ...

105. Huge substantive challenges lie ahead with regard to ITC's long-term goals. They relate primarily to the importance of keeping the business sector closely involved in the final phase of WTO trade negotiations; the urgency of strengthening local competency to lead and manage export strategies; the importance of intensifying public-private sector dialogue and collaboration between business and TSIs; the pressing need to assist sectors at risk and those having a larger potential for employment and income generation; and the importance of contributing to SME competitiveness and reaching out to the informal sector in realistic ways.

... while partnerships will need to be deepened and diversified.

106. ITC has been actively creating new alliances with a wide variety of partners, including the private sector, and establishing networks. Such partnerships will need to be further deepened. Good examples of innovative partnerships such as those with CBI and the EC, as well as projects funded by beneficiaries themselves, will need to be replicated on a wider scale. ITC's role in the Integrated Framework will need to be enhanced and its strategic niche found under the Aid for Trade initiative.

On the internal front

Strategic positioning will be a key challenge ...

107. Although the external evaluation of ITC confirmed its comparative advantage in TRTA and recommended increased funding and the WTO Hong Kong Ministerial Declaration encouraged all Members to cooperate with ITC, the present level of predictable core resources (i.e. the Regular Budget and the GTF) does not allow for substantial additional increase in delivery, as evidenced by statistics of the last two years. ITC will need additional resources to strategically position itself as a key player in the growing TRTA market which is likely to follow the completion of the Doha Negotiations. It will also need to maintain its strong technical competencies, broaden its outreach to beneficiaries and partners and continue to provide high-quality services to SMEs and their support institutions in developing and transition economies. Innovative

approaches and initiatives will be required to adapt to new demands of beneficiary countries, new trends in TRTA and changing modes of delivery.

... as well as managing growth.

108. ITC will need to ensure that it pursues a growth strategy which is characterized by both quality and quantity. Such a strategy of 'managed growth' will call for a thorough review of ITC's tools, services, delivery modes, projects and programmes and ways and means of improving them. This will include a careful prioritization of tools and programme areas and a phasing out of areas where ITC's comparative advantage is eroding. A carefully managed growth strategy will also include a thorough review of internal business processes and explore options for doing business differently. The demand for products and services funded through non-traditional routes will continue to grow. ITC will need to prepare for these new forms of technical cooperation by developing administratively light processes which involve more customers, technical partners and donors.

Needs assessment and programme development will need to be mainstreamed ...

109. ITC country programmes are based on a comprehensive assessment of beneficiaries' needs carried out in close cooperation with them. Nonetheless, a more systematic and focused approach to programme development will be needed in the future. Such an approach will help prioritize critical TRTA needs at country level

within the framework of the country's national development plans, poverty reduction strategies as well as the United Nations-wide UNDAF/CCA initiatives.

... and tools and products refined to respond to beneficiary needs ...

110. A review of the relevance of ITC's product toolkit, potential distribution channels, and cost-effectiveness are integral parts of this exercise. ITC initiated in 2005 a process involving the creation of a permanent inventory of all its tools and products, costs and pricing policies, as well as a survey of client networks to assess the relevance and level of utilization of its products. This corporate and comprehensive approach will complement the regular and ongoing needs assessment for specific products carried out by the substantive divisions and ITC sections.

... while enhancing technical competencies of staff will remain a key preoccupation.

111. Senior management believes that a more dynamic HR policy is going to be key to ITC's success in the future. The positive measures taken during the year in the area of HR development provide a good foundation for the development of technical and managerial competencies adapted to the needs of the organization and its clients. Innovative approaches to staff development including training will need to be applied and a more pronounced 'knowledge management' environment will need to be put in place to allow ITC to respond to evolving TRTA needs in the future.

Annex I

ITC STRATEGY SUPPORT ACTIVITIES IN 2005

<p>National (design)</p>	<ul style="list-style-type: none"> • Botswana (advanced) • Cambodia (completed) • Grenada (advanced) • Lao People's Democratic Republic (advanced) • Malawi (advanced) • Namibia (initiated) 	<ul style="list-style-type: none"> • Romania (completed) • St Vincent and the Grenadines (initiated) • Swaziland (advanced) • Viet Nam (advanced) • Zambia (advanced)
<p>Sectoral (design)</p>	<ul style="list-style-type: none"> • Bangladesh – leather (advanced), horticulture (initiated) • Benin – cassava (completed) • Botswana – beef, non-beef animal meats (completed), garments, hides and skins and leather products, arts and crafts, diamond processing and jewellery (advanced) • Burkina Faso – hides and skins (completed) • Cambodia – silk (completed) • Cameroon – banana, plantain, tubers (initiated) • El Salvador – tourism (initiated) • Kazakhstan – processed fruit and vegetables (completed) • Kyrgyzstan – processed fruit and vegetables (completed) • Malawi – cotton, ginning, textiles and garments (advanced) 	<ul style="list-style-type: none"> • Mali – shea nuts/butter, sesame, gum Arabic (advanced) • Mauritania – hides and skins (advanced) • Mozambique – oilseeds (initiated), wood products (completed) • Senegal – light manufacturing (initiated) • Sri Lanka – spices, organic produce, rubber products, alternative tourism (completed) and construction materials (initiated) • Tajikistan – processed fruit and vegetables (completed) • Thailand, organic products (initiated) • Uganda – apiculture, handicrafts and services (completed) • Uzbekistan – processed fruit and vegetables (completed) • Zambia – horticulture (initiated)
<p>Enterprise (training)</p>	<ul style="list-style-type: none"> • Bangladesh (completed) • Cameroon (completed) • China (completed) • Egypt (completed) • El Salvador (completed) • Ethiopia (completed) • Fiji (completed) • India (completed) • Indonesia (completed) • Jordan (completed) • Kenya (completed) • Malaysia (completed) 	<ul style="list-style-type: none"> • Mongolia (completed) • Pakistan (completed) • Philippines (completed) • Romania (completed) • Sri Lanka (completed) • Thailand (completed) • Tunisia (completed) • Turkey (completed) • Uganda (completed) • United Republic of Tanzania (completed) • Viet Nam (completed)

Annex II

ITC CORPORATE ACCOMPLISHMENTS FOR THE BIENNIUM 2004-2005

(As contained in the Regular Programme Budget Document)

Expected accomplishment related to Goal 1: Establishment of national core expertise in multilateral trading system issues that involves a good understanding of product and market reality and potential.		
Performance indicators	Target 04-05	Results 04-05
1.1. Increase in the number of country networks established/supported under the World Trade Net and related ITC programmes	70 country networks	98 country networks
1.2. Increase in the number of activities of individual advocacy networks	120 activities	199 activities
1.3. Increased number of inter-institutional committees established in African countries participating in JITAP	16 committees	16 committees

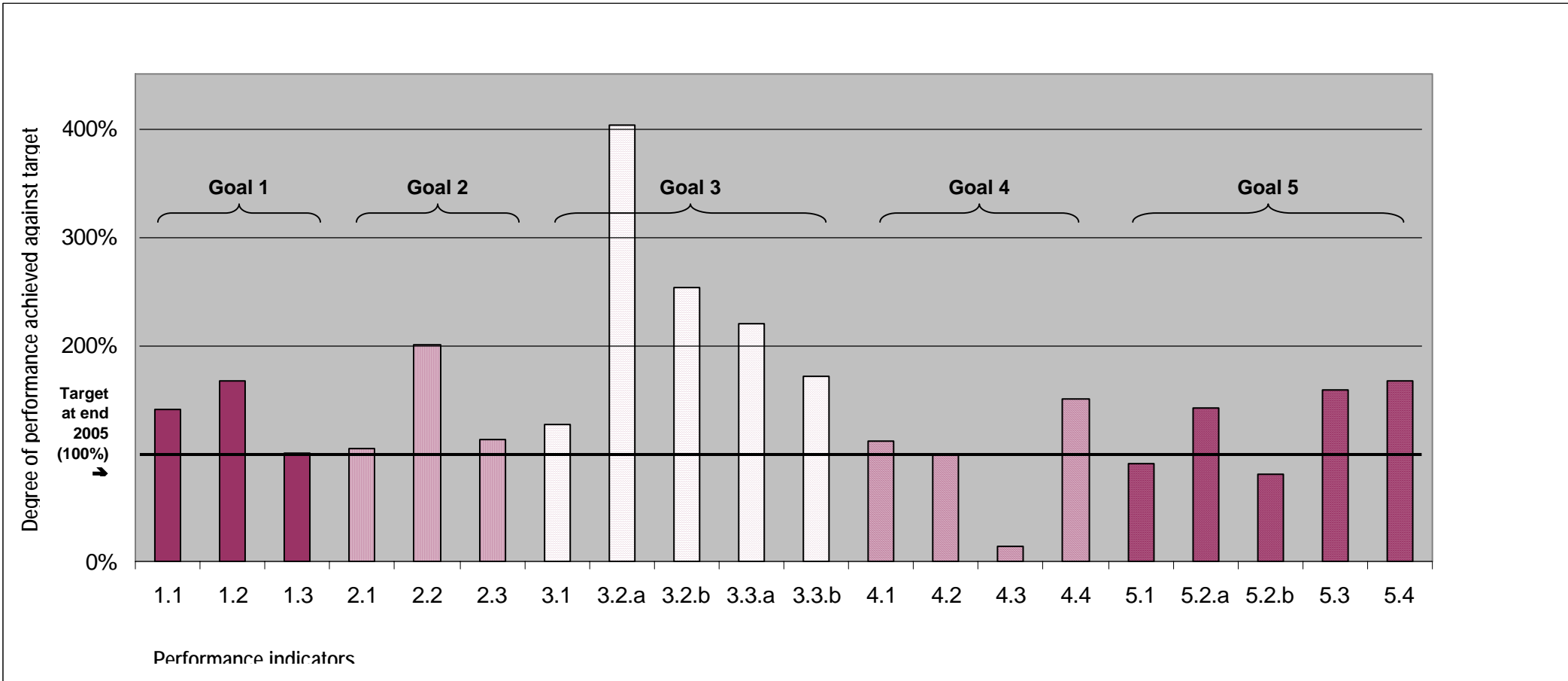
Expected accomplishment related to Goal 2: Establishment of trade development strategies that take into account supply capacities, international demands and commercial practices.		
Performance indicators	Target 04-05	Results 04-05
2.1. Increase in the number of trade development strategies developed through ITC collaboration (national or sectoral) under implementation	57 strategies	59 strategies
2.2. Increase in the number of countries assisted in incorporating an "e" dimension into export strategies	14 countries	28 countries
2.3. Increase in the number of requests for pilot projects operational under the Export-led Poverty Reduction Programme	16 project requests	18 project requests

Expected accomplishment related to Goal 3: Reinforcement of national trade support institutions, which provide business development and competitiveness enhancement services to the business community.		
Performance indicators	Target 04-05	Results 04-05
3.1. Increase in the number of trade support organizations partnering with ITC	600 institutions	753 institutions
3.2. Increased number of a) institutions and b) countries applying ITC support tools	60 institutions and 40 countries	242 institutions and 101 countries
3.3. Increased demand for trade-related information as evidenced by a) the number of visits and b) incoming links to the International Trade Forum web site	900,000 visits and 175 links	1,975,001 visits and 300 links

Expected accomplishment related to Goal 4: Improvement of trade performance in selected product and services sectors.		
Performance indicators	Target 04-05	Results 04-05
4.1. Increase in the number of enterprises participating in ITC buyer-seller meetings and matchmaking activities	2,750 enterprises	3,044 enterprises
4.2. Increase in the number of countries with partners using ITC strategic market analysis tools	140 countries	139 countries
4.3. Increase in the number of trade-in-services associations and coalitions established	7 associations	1 association
4.4. Increase in the number of institutions applying ITC developed management, export and e-audit tools	34 institutions	51 institutions

Expected accomplishment related to Goal 5:		
Increase in entrepreneurship skills for exports and in competitiveness at the enterprise level.		
Performance indicators	Target 04-05	Results 04-05
5.1. Increase in the number of partner institutions delivering business management training programmes	90 institutions	81 institutions
5.2. Increase in the number of a) enterprise associations and b) countries applying ITC developed support tools	120 institutions and 90 countries	170 institutions and 73 countries
5.3. Increase in the number of trainers trained	1,000 trainers	1,582 trainers
5.4. Increase in the number of regional hubs/networks launched	6 regional hubs or networks	10 hubs or networks

ITC performance against planned biennium targets (2004-2005)
 (% variation against targets)



Annex III

GOVERNANCE, OVERSIGHT AND ACCOUNTABILITY STRUCTURES

Governance

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

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

The ITC Biennium Regular Programme Budget, amounting currently to some 50% of its overall resources, is jointly and equally funded by the United Nations and WTO. It is reviewed by the budgetary instances of both institutions.

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

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

Oversight and accountability

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

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

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

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

Risk management and continuity

In the course of 2005, OIOS conducted a first risk assessment study concerning administration. The report is being reviewed jointly by OIOS and ITC. In the course of 2005, a new server and other disaster recovery components were purchased and will be installed off-site during 2006. The physical security of the building and of the computer room was enhanced to reduce the risks related to malicious acts. A comprehensive business continuity plan will be developed during 2006.

No major internal control issues were identified either by the internal or external audit or by the administration during 2005.

Annex IV

ITC TECHNICAL COOPERATION ACTIVITIES AND PROJECTS IN 2005, BY COUNTRY/AREA AND DELIVERY TRACK

The following table is an inventory of technical cooperation activities and projects carried out, or operational, in 2005. It includes: (i) ongoing national and multi-country projects; (ii) needs assessment and programme design exercises; (iii) advisory services; (iv) capacity-building workshops and seminars; (v) ITC publications and tools adapted to national and regional contexts; and (vi) networking and promotional events.

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

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

Track 2 involves the delivery of medium-intensity field-level support under multi-agency, multipurpose, multi-country projects (Integrated Framework, JITAP, Med 2000 and PACT).

Track 3 provides high-intensity field-level support, normally tailor-made to the requirements of a specific country or region. More detailed information can be found in the main body of the Annual Report and in Add.1, *Summary Review of Technical Cooperation Projects Operational in 2005*.

	Country/area	Track 1	Track 2	Track 3
1	Afghanistan*	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
2	Albania	Business for Development Executive Forum Market Access Issues Assistance MAS Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness World Trade Net		
3	Algeria	ICT and International Trade Workshop Multilateral Trade Treaties Symposium		Trade finance project Trade information centre project
4	Angola*	Bridging the "Use-Divide" Competitiveness through Industrial Clustering Consultation e@Work Workshops at WSIS ICT and International Trade Workshop Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Sector Export Promotion South-South Trade Promotion	IF	Formulation to strengthen TPOs in three major cities of export diversification Subregional economic integration of Central African States (ECCAS) project
5	Antigua and Barbuda	Trade Policy into Practice: Making Trade Work for SMEs		

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
6	Argentina	Business for Development Executive Forum Export Capacity Building: Service Providers with Disabilities (Phase I) FiT Clothing Benchmarking Market Analysis Tools Meeting International Standards Multilateral Trade Treaties Symposium South-South Trade Promotion Trade Information Management World Tr@de Net		
7	Armenia	Business for Development ITC/ESCAP Trade Finance Infrastructure Analysis Project Market Analysis Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		
8	Azerbaijan	Business for Development ITC/ESCAP Trade Finance Infrastructure Analysis Project Putting the MTS to Work: Practical Approaches to SME Competitiveness		Project proposal developed and submitted
9	Bahamas	Executive Forum Trade Policy into Practice: Making Trade Work for SMEs		
10	Bahrain	Putting the MTS to Work: Practical Approaches to SME Competitiveness		Programming mission
11	Bangladesh*	Batexpo Exhibition Business for Development E-Trade Bridge FiT Clothing Benchmarking ICT and International Trade Workshop IPSCM Modular Learning System Network Market Access Issues Assistance Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness Road Map for Jute Industry Services Sector Export Promotion Small Business, ICT and Export Growth Workshop South-South Trade Promotion Wooden Furniture Market Review World Tr@de Net		ATF development of supply and export of leather sector project Creation of leather service centre project Formulation of EC quality support project
12	Barbados	Executive Forum Putting the MTS to Work: Practical Approaches to SME Competitiveness Trade Information Management Trade Policy into Practice: Making Trade Work for SMEs		

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
13	Belarus	Business for Development Executive Forum Market Analysis Tools Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		Needs assessment and project proposal
14	Belize	Building a Tourism Destination Consultation Business for Development Executive Forum Strategic Approach to Quality Assurance Consultation Trade Policy into Practice: Making Trade Work for SMEs World Tr@de Net Kick-off Meeting, Central American Networks		National Export Strategy Design
15	Benin*	Business for Development E-Commerce and Services Exports Information Management and Market Analysis IPSCM needs assessment mission Multilateral Trade Treaties Symposium Organisation for the Harmonisation of Business Law in Africa (OHADA) Training South-South Trade Promotion Strategic Approach to Quality Assurance Consultation	IF JITAP	
16	Bhutan*	Business for Development IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness Wooden Furniture Market Review World Tr@de Net		Formulation of joint EC/ITC of integrated TRTA project
17	Bolivia	E-Trade Bridge FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools Services Sector Export Promotion South-South Trade Promotion Value Chain Diagnostics Wooden Furniture Market Review World Tr@de Net		EPRP community-based tourism project Integrated export development project Formulation of phase II of integrated export development project
18	Bosnia and Herzegovina	Market Analysis Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
19	Botswana	Business for Development Competitiveness through Industrial Clustering Consultation E-Commerce and Services Exports Executive Forum ICT and International Trade Workshop IPSCM Modular Learning System Network Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet South-South Trade Promotion World Tr@de Net	JITAP	National export strategy design SHAPE trade strategy development
20	Brazil	Presentation Coffee Website E-Finance for SMEs Export Capacity Building: Service Providers with Disabilities (Phase I) FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools and Training Meeting International Standards Packaging Training South-South Trade Promotion Trade Information Management Wooden Furniture Market Review World Tr@de Net		Enhancing competitiveness through export and investment promotion project EPRP community-based tourism project Export capacity building among service providers with disabilities project (phase II)
21	Brunei Darussalam	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
22	Bulgaria	Business for Development Executive Forum Managing Strategy Consultation Market Access Issues Assistance Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet World Tr@de Net		Formulation of integrated export development project
23	Burkina Faso*	Bridging the "Use-Divide" E-Commerce and Services Exports E-Trade Bridge e@Work Workshops at WSIS ICT and International Trade Information Management and Market Analysis IPSCM needs assessment mission Mobile Business Potential Assessment Putting the MTS to Work: Practical Approaches to SME Competitiveness Small Business, ICT and Export Growth Workshop South-South Trade Promotion	IF JITAP	

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
24	Burundi*	ICT and International Trade Workshop Information Management and Market Analysis Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		EPRP/IF essential oils project Subregional economic integration of Central African States (ECCAS) project
25	Cambodia*	Building a Tourism Destination Consultation Business for Development Competitiveness through Industrial Clustering Consultation Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Managing National Export Strategy Market Access Issues Assistance Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Strategic Approach to Quality Assurance Consultation World Trade Net		ATF trade sector wide approach project EPRP silk products project Integrated export development project
26	Cameroon	E-Commerce and Services Exports Executive Forum Information Management and Market Analysis IPSCM Modular Learning System Network Market Analysis Tools Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet South-South Trade Promotion	JITAP	Subregional economic integration of Central African States (ECCAS) project
27	Central African Republic*	Information Management and Market Analysis Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		Subregional economic integration of Central African States (ECCAS) project
28	Chad*	Information Management and Market Analysis ProductMap Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion	IF	Formulation of IF Leather Sector Development Project Subregional economic integration of Central African States (ECCAS) project
29	Chile	FiT Clothing Benchmarking Market Analysis Tools Multilateral Trade Treaties Symposium South-South Trade Promotion World Trade Net Regional Workshop on Agriculture		

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	Country/area	Track 1	Track 2	Track 3
30	China	Business for Development E-application in Textiles and Clothing Executive Forum IPSCM Modular Learning System Network Market Analysis Tools Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Exporting Workshops South-South Trade Promotion Trade Information Management		Fresh apple industry in Shaanxi Province project
31	Colombia	Export Capacity Building: Service Providers with Disabilities (Phase I) FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools Meeting International Standards ServiceExportNet Services Sector Export Promotion South-South Trade Promotion Trade Information Management Value Chain Diagnostics World Tr@de Net		Formulation of EPRP on community-based tourism project
32	Congo	Business for Development ICT and International Trade Information Management and Market Analysis Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		Subregional economic integration of Central African States (ECCAS) project
33	Costa Rica	Business for Development E-Finance for SMEs South-South Trade Promotion Strategic Approach to Quality Assurance Trade Information Management World Tr@de Net		Clothing sector strategy development
34	Côte d'Ivoire	Business for Development E-Commerce and Services Exports Information Management and Market Analysis Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion World Tr@de Net	JITAP	
35	Croatia	Business for Development Market Analysis Tools World Tr@de Net		

	Country/area	Track 1	Track 2	Track 3
36	Cuba	Executive Forum FiT Clothing Benchmarking Market Analysis Tools Multilateral Trade Treaties Symposium Packaging Publication and Training Trade Information Management World Tr@de Net		Formulation of capacity building of management and export readiness project
37	Czech Republic	IPSCM Modular Learning System Network		
38	Democratic Republic of the Congo*	Multilateral Trade Treaties Symposium South-South Trade Promotion		Subregional economic integration of Central African States (ECCAS) project
39	Djibouti*	Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Sector Export Promotion		
40	Dominica	IPSCM Modular Learning System Network National Export Strategy Design		
41	Dominican Republic	Business for Development Executive Forum Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		Clothing sector strategy development
42	Ecuador	Capacity Building in Management of Information Centres Executive Forum Export Capacity Building: Service Providers with Disabilities (Phase I) FiT Clothing Benchmarking Market Analysis Tools ServiceExportNet Services Sector Export Promotion SHAPE Trade Strategy Development South-South Trade Promotion Value Chain Diagnostics World Tr@de Net		

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	Country/area	Track 1	Track 2	Track 3
43	Egypt	Bridging the "Use-Divide" E-Finance for SMEs E-Trade Bridge e@Work Workshops at WSIS ICT and International Trade Workshop IPSCM Modular Learning System Network Market Analysis Tools Packaging Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness Small Business, ICT and Export Growth Workshop World Tr@de Net WTO Agreement on TBT: A Business Perspective Workshop		Egyptian marketing centre project HP-ITC partnership for micro enterprise acceleration project
44	El Salvador	Business for Development Competitiveness of Clothing Sector E-Finance for SMEs E-Trade Bridge Executive Forum Export Capacity Building: Service Providers with Disabilities (Phase I) IPSCM Modular Learning System Network Market Analysis Tools South-South Trade Promotion Tourism Business Management Value Chain Diagnostics World Tr@de Net		Clothing sector strategy development EPRP coffee and community-based tourism project Trade related human resources and enterprise development in Central America project
45	Equatorial Guinea*	Information Management and Market Analysis South-South Trade Promotion		Subregional economic integration of Central African States (ECCAS) project
46	Eritrea*	IPSCM Modular Learning System Network		
47	Ethiopia*	ICT and International Trade Workshop Information Management and Market Analysis Market Analysis Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness WTO Agreement on TBT: A Business Perspective Workshop	IF PACT (ACCESS! Gender and Trade Initiative)	EPRP paprika project Coffee quality project
48	Estonia	World Tr@de Net		
49	Fiji	IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness		Formulation of integrated Pacific Islands (Fiji, Papua New Guinea, Samoa) TRTA project
50	Gabon	Information Management and Market Analysis Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		Subregional economic integration of Central African States (ECCAS) project

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
51	Gambia*	Building a Tourism Destination Consultation Executive Forum Putting the MTS to Work: Practical Approaches to SME Competitiveness	IF	
52	Georgia	ITC/ESCAP Trade Finance Infrastructure Analysis Project Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness		
53	Ghana	Bridging the “Use-Divide” E-Commerce and Services Exports E-Trade Bridge e@Work Workshops at WSIS Executive Forum ICT and International Trade Workshop IPSCM needs assessment mission Market Analysis Tools Packaging Training Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Small Business, ICT and Export Growth Workshop South-South Trade Promotion Strategic Approach to Quality Assurance Consultation Wooden Furniture Market Review WTO Agreement on TBT: A Business Perspective Workshop	JITAP PACT (ACCESS! Gender and Trade Initiative)	PACT horticulture export development project
54	Grenada	Building a Tourism Destination Consultation Executive Forum Trade Policy into Practice: Making Trade Work for SMEs		National export strategy design
55	Guatemala	Apparel Sourcing Business for Development Executive Forum Export Value Addition through Tourism Market Analysis Tools South-South Trade Promotion World Trade Net		Clothing sector strategy development
56	Guinea*	ICT and International Trade Workshop Information Management and Market Analysis Market Analysis Tools	IF	IF agro-based products project (EPRP) IF strengthening capacity for effective participation in MTS project IF trade support infrastructure project
57	Guinea-Bissau*	Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		

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	Country/area	Track 1	Track 2	Track 3
58	Guyana	Putting the MTS to Work: Practical Approaches to SME Competitiveness Trade Policy into Practice: Making Trade Work for SMEs World Tr@de Net		
59	Haiti*	Market Analysis Tools and Training Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		IF mango export project
60	Honduras	Business for Development Multilateral Trade Treaties Symposium South-South Trade Promotion World Tr@de Net		Clothing sector strategy development Trade related human resources and enterprise development in Central America project
61	Hong Kong SAR, China	IPSCM Modular Learning System Network		
62	Hungary	IPSCM Modular Learning System Network World Tr@de Net		
63	India	Business for Development Competitiveness through Industrial Clustering Consultation E-Finance for SMEs Executive Forum FiT Clothing Benchmarking Indian Institute of Planning and Management Study Tour IPSCM Modular Learning System Network Road Map for Jute Industry South-South Trade Promotion Putting the MTS to Work: Practical Approaches to SME Competitiveness		
64	Indonesia	Business for Development FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools Multilateral Trade Treaties Symposium Packaging Training Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		ATF understanding the multilateral trading system rules project Fuller participation in GATS/services project
65	Iran (Islamic Republic of)	Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness		Formulation of EPRP cut flowers project

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
66	Jamaica	Building a Tourism Destination Consultation Market Analysis Tools Trade Policy into Practice: Making Trade Work for SMEs World Tr@de Net		
67	Jordan	Arab Ministerial Conference on WTO Market Analysis Tools and Training Multilateral Trade Treaties Symposium Packaging Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion World Tr@de Net		Creation of a national network of SME trade advisers project
68	Kazakhstan	Business for Development ITC/ESCAP Trade Finance Infrastructure Analysis Project Multilateral Trade Treaties Symposium World Tr@de Net		ECO programming mission Integrated export development project
69	Kenya	African Leather Website Regional Workshop Bridging the “Use-Divide” Business for Development CBI/ITC Integrated Training Programme: Management Competence E-Commerce and Services Exports E-Trade Bridge e@Work Workshops at WSIS ICT and International Trade Workshop Information Management and Market Analysis IPSCM Modular Learning System Network Managing Strategy Consultation Market Analysis Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness Quality/Standards/Conformity Assessment ServiceExportNet Services Sector Export Promotion Small Business, ICT and Export Growth Workshop Strategic Approach to Quality Assurance Consultation WTO Agreement on TBT: A Business Perspective Workshop	JITAP	EPRP chilies and honey project Linking small and micro-enterprises to export markets project SHAPE trade strategy development Value chain diagnostics
70	Kuwait	MAS Tools and Training Trade Information Management		Needs assessment, programme design mission and report

	Country/area	Track 1	Track 2	Track 3
71	Kyrgyzstan	Business for Development ITC/ESCAP Trade Finance Infrastructure Analysis Project Managing Strategy Consultation Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		Integrated export development project
72	Lao People's Democratic Republic*	Business for Development Competitiveness through Industrial Clustering Consultation Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools and Training Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Strategic Approach to Quality Assurance Consultation Textile and Clothing Workshop	IF	Integrated export development project
73	Latvia	World Tr@de Net		Update of integrated export development project proposal
74	Lebanon	Managing Strategy Consultation Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness		
75	Lesotho*	ICT and International Trade Workshop IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet World Tr@de Net	IF	IF product/market development for mushrooms and peaches project
76	Libyan Arab Jamahiriya	Putting the MTS to Work: Practical Approaches to SME Competitiveness WTO Agreement on TBT: A Business Perspective Workshop		
77	Lithuania	Market Analysis Tools World Tr@de Net		
78	Macao SAR, China	Business for Development		
79	Madagascar*	ICT and International Trade Workshop Market Analysis Tools Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion Trade Information Management	IF	Formulation of IF/EPRP on community-based tourism and institutional strengthening projects

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	Country/area	Track 1	Track 2	Track 3
80	Malawi*	E-Commerce and Services Exports Export Value Addition through Tourism Executive Forum Managing Strategy Consultation Market Access Issues Assistance Packaging Training Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Services Sector Export Promotion World Tr@de Net WTO Agreement on TBT: A Business Perspective Workshop	JITAP	National export strategy project IF standardization, quality assurance, accreditation and metrology (SQAM) project
81	Malaysia	Business for Development Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness Quality Assurance Workshop South-South Trade Promotion Strategic Approach to Quality Assurance Consultation Trade-related finance for SMEs World Tr@de Net		
82	Mali*	E-Commerce and Services Exports ICT and International Trade Workshop Information Management and Market Analysis Multilateral Trade Treaties Symposium Organisation for the Harmonisation of Business Law in Africa (OHADA) Training Putting the MTS to Work: Practical Approaches to SME Competitiveness	IF JITAP	Formulation of national PACT project
83	Mauritania*	Bridging the "Use-Divide" E-Commerce and Services Exports e@Work workshops at WSIS E-Trade Bridge ICT and International Trade Workshop Putting the MTS to Work: Practical Approaches to SME Competitiveness Small Business, ICT and Export Growth Workshop	IF JITAP	IF strengthening capacity of DPCE project IF trade information centre project
84	Mauritius	Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet WTO Agreement on TBT: A Business Perspective Workshop		Services export strategy project

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	Country/area	Track 1	Track 2	Track 3
85	Mexico	E-Finance for SMEs Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Managing Strategy Consultation Market Analysis Tools and Training Multilateral Trade Treaties Symposium World Tr@de Net		
86	Mongolia	Business for Development E-Trade Bridge IPSCM Modular Learning System Network ITC/ESCAP Trade Finance Infrastructure Analysis Project Market Access Issues Assistance Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		EPRP woollen, felted products and other export perspectives project ATF geographical indications in Mongolia project ATF provision of trade related market information in support of the establishment of international trade research centre project
87	Morocco	Business for Development Executive Forum ICT and International Trade Workshop Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet South-South Trade Promotion Trade Information Management World Tr@de Net	Med 2000	
88	Mozambique*	Business for Development e-Commerce and Services Exports ICT and International Trade Workshop Market Access Issues Assistance Market Analysis Tools Services Sector Export Promotion South-South Trade Promotion Trade Information Management Wooden Furniture Market Review World Tr@de Net	IF JITAP	Formulation of EPRP community-based tourism project Formulation of national PACT project Timber export strategy project
89	Myanmar*	FiT Clothing Benchmarking Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		
90	Namibia	Executive Forum ICT and International Trade Workshop Information Management and Market Analysis Market Analysis Tools and Training ServiceExport Net South-South Trade Promotion		National export strategy project

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	Country/area	Track 1	Track 2	Track 3
91	Nepal*	Bridging the “Use-Divide” Business for Development E-Finance for SMEs e@Work Workshops at WSIS Executive Forum FiT Clothing Benchmarking ICT and International Trade Workshop IPSCM Modular Learning System Network Market Access Issues Assistance Market Analysis Tools Small Business, ICT and Export Growth Workshop South-South Trade Promotion World Tr@de Net	IF	IF export credit matching grants scheme project
92	Nicaragua	Business for Development Executive Forum South-South Trade Promotion World Tr@de Net		Clothing sector strategy development
93	Niger*	ICT and International Trade Workshop Information Management and Market Analysis ProductMap Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion	IF	
94	Nigeria	Executive Forum International Packaging Network ICT and International Trade Workshop IPSCM Modular Learning System Network ITC/AIESEC Fellowship Programme Market Access Issues Assistance Multilateral Trade Treaties Symposium ProductMap Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Trade Information Management World Tr@de Net WTO Agreement on TBT: A Business Perspective Workshop		
95	Oman	Market Analysis Tools South-South Trade Promotion World Tr@de Net		

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	Country/area	Track 1	Track 2	Track 3
96	Pakistan	Bridging the “Use-Divide” Business for Development Competitiveness through Industrial Clustering Consultation E-Trade Bridge e@Work Workshops at WSIS ICT and International Trade Workshop IPSCM Modular Learning System Network Market Access Issues Assistance Putting the MTS to Work: Practical Approaches to SME Competitiveness Road Map for Jute Industry Small Business, ICT and Export Growth Workshop South-South Trade Promotion World Tr@de Net		ITC/EU integrated TRTA project
97	Panama	Business for Development Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		
98	Paraguay	Business for Development FiT Clothing Benchmarking Multilateral Trade Treaties Symposium Services Sector Export Promotion South-South Trade Promotion World Tr@de Net		
99	Peru	Bridging the “Use-Divide” e@Work Workshops at WSIS Executive Forum Export Capacity Building: Service Providers with Disabilities (Phase I) FiT Clothing Benchmarking ICT and International Trade Workshop IPSCM Modular Learning System Network Market Analysis Tools and Training Multilateral Trade Treaties Symposium Services Sector Export Promotion ServiceExportNet Small Business, ICT and Export Growth Workshop South-South Trade Promotion Trade Information Management Value Chain Diagnostics World Tr@de Net		Enterprise development in the border region of Peru and Ecuador project

	Country/area	Track 1	Track 2	Track 3
100	Philippines	Business for Development E-Trade Bridge Executive Forum Information Management and Market Analysis IPSCM Modular Learning System Network Market Analysis Tools ServiceExportNet South-South Trade Promotion Strategic Approach to Quality Assurance Consultation Trade-related Finance for SMEs Putting the MTS to Work: Practical Approaches to SME Competitiveness Wooden Furniture Market Review World Tr@de Net		ATF capability in fish inspection service project ATF creation of a services coalition project
101	Poland			Programming mission
102	Qatar	Multilateral Trade Treaties Symposium		
103	Romania	Business for Development Executive Forum IPSCM Modular Learning System Network Managing Strategy Consultation ServiceExportNet World Tr@de Net		Phase I (preparatory) export development project Formulation of phase II of sustainable export development project
104	Republic of Moldova	Business for Development Market Access Issues Assistance World Tr@de Net		Formulation of IPSCM project Programming mission
105	Russian Federation	Business for Development Multilateral Trade Treaties Symposium ITC/ESCAP Trade Finance Infrastructure Analysis Project World Tr@de Net		Contract research in the CIS project Moscow establishment of TPO Project Packaging project St. Petersburg and Kaliningrad programming missions Tatarstan needs assessment and programme design
106	Rwanda*	Information Management and Market Analysis Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Sector Export Promotion South-South Trade Promotion WTO Agreement on TBT: A Business Perspective Workshop	IF	EPRP on essential oils project
107	Saint Kitts and Nevis	Trade Policy into Practice: Making Trade Work for SMEs		

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
108	Saint Lucia	Managing National Export Strategy Putting the MTS to Work: Practical Approaches to SME Competitiveness Trade Policy into Practice: Making Trade Work for SMEs		
109	Saint Vincent and the Grenadines	Building a Tourism Destination Consultation Putting the MTS to Work: Practical Approaches to SME Competitiveness Strategic Approach to Quality Assurance Consultation Trade Policy into Practice: Making Trade Work for SMEs		National export strategy design
110	Samoa*	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
111	Sao Tome and Principe*	Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion	IF	Subregional economic integration of Central African States (ECCAS) project
112	Saudi Arabia	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
113	Senegal*	Bridging the "Use-Divide" Business for Development E-Commerce and Services Exports E-Trade Bridge e@Work Workshops at WSIS ICT and International Trade Workshop Information Management and Market Analysis IPSCM needs assessment mission Multilateral Trade Treaties Symposium Market Analysis Tools Organisation for the Harmonisation of Business Law in Africa (OHADA) Training Packaging Training Putting the MTS to Work: Practical Approaches to SME Competitiveness Small Business, ICT and Export Growth Workshop South-South Trade Promotion World Tr@de Net	IF JITAP	IF community-based tourism project (EPRP) IF institutional strengthening project PACT building SME competitiveness project
114	Serbia and Montenegro	Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness		
115	Seychelles	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
116	Sierra Leone*	ProductMap	IF	EPRP ginger project

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	Country/area	Track 1	Track 2	Track 3
117	Singapore	E-Finance for SMEs Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network South-South Trade Promotion Putting the MTS to Work: Practical Approaches to SME Competitiveness		
118	Slovakia	IPSCM Modular Learning System Network		Programming mission
119	South Africa	Bridging the “Use-Divide” Business for Development Executive Forum E-Finance for SMEs E-Trade Bridge e@Work workshops at WSIS ICT and International Trade Workshop IPSCM Modular Learning System Network Managing Strategy Consultation Market Analysis Tools Packaging Training Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Sector Export Promotion Small Business, ICT and Export Growth Workshop South-South Trade Promotion Trade Information Management	PACT (ACCESS! Gender and Trade Initiative)	EPRP aloe ferox project PACT institutional strengthening project
120	Sri Lanka	Bridging the “Use-Divide” Business for Development E-Trade Bridge e@Work Workshops at WSIS Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion World Trade Net WTO Training: general and on services		ATF building capacity within TSIs to promote trade in services project ITC-EU trade development project SHAPE trade strategy development Value chain diagnostics
121	Sudan*	Putting the MTS to Work: Practical Approaches to SME Competitiveness WTO Agreement on TBT: A Business Perspective Workshop		
122	Suriname	Multilateral Trade Treaties Symposium Trade Policy into Practice: Making Trade Work for SMEs		

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	Country/area	Track 1	Track 2	Track 3
123	Swaziland	Executive Forum ICT and International Trade Workshop IPSCM Modular Learning System Network Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet South-South Trade Promotion World Tr@de Net		National export strategy project
124	Syrian Arab Republic	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
125	Tajikistan	Business for Development ITC/ESCAP Trade Finance Infrastructure Analysis Project Managing Strategy Consultation Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		Integrated export development project
126	Tanzania, United Republic of*	Bridging the "Use-Divide" CBI/ITC Integrated Training Programme: Management Competence E-Commerce and Services Exports E-Trade Bridge e@Work workshops at WSIS ICT and International Trade Workshop IPSCM Modular Learning System Network Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Services Sector Export Promotion South-South Trade Promotion Strategic Approach to Quality Assurance Consultation WTO Agreement on TBT: A Business Perspective Workshop	IF JITAP PACT (ACCESS! Gender and Trade Initiative)	PACT horticulture, spices and packaging project
127	Thailand	Business for Development E-Trade Bridge Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools and Training Multilateral Trade Treaties Symposium Packaging Training Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion World Tr@de Net		ATF organic agriculture project

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	Country/area	Track 1	Track 2	Track 3
128	The former Yugoslav Republic of Macedonia	Bridging the "Use-Divide" E-Trade Bridge e@Work Workshops at WSIS ICT and International Trade Workshop Putting the MTS to Work: Practical Approaches to SME Competitiveness Small Business, ICT and Export Growth Workshop		
129	Togo*	Business for Development ICT and International Trade Workshop Information Management and Market Analysis Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		
130	Tonga	Putting the MTS to Work: Practical Approaches to SME Competitiveness		
131	Trinidad and Tobago	Market Access Issues Assistance Market Analysis Tools and Training National Export Strategy Design Putting the MTS to Work: Practical Approaches to SME Competitiveness Strategic Approach to Quality Assurance Consultation Trade Policy into Practice: Making Trade Work for SMEs World Tr@de Net		
132	Tunisia	Bridging the "Use-Divide" Business for Development E-Commerce and Services Exports E-Finance for SMEs e@Work Workshops at WSIS Executive Forum ICT and International Trade Workshop Market Analysis Tools and Training Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness ServiceExportNet Small Business, ICT and Export Growth Workshop South-South Trade Promotion World Tr@de Net Members' Meeting	JITAP	

* Least developed country (LDC)

	Country/area	Track 1	Track 2	Track 3
133	Turkey	Competitiveness through Industrial Clustering Consultation Executive Forum Managing Strategy Consultation Market Analysis Tools Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness Study Tour for Export Promotion Centre to ITC		
134	Uganda*	Bridging the “Use-Divide” CBI/ITC Integrated Training Programme: Management Competence E-Commerce and Services Exports E-Trade Bridge Executive Forum IPSCM Modular Learning System Network Market Analysis Tools Multilateral Trade Treaties Symposium ServiceExportNet Strategic Approach to Quality Assurance Consultation Workshop National Service Sector Strategy WTO Agreement on TBT: A Business Perspective Workshop	IF JITAP PACT (ACCESS! Gender and Trade Initiative)	National export strategy project
135	Ukraine	Business for Development Multilateral Trade Treaties Symposium World Tr@de Net		Contract research in the CIS project
136	United Arab Emirates	Assistance on Establishment of Dubai Export Development Centre Executive Forum IPSCM Modular Learning System Network Market Analysis Tools Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		Dubai export development project phase I and II Programming mission
137	Uruguay	Business for Development Executive Forum Export Value Addition through Tourism FiT Clothing Benchmarking Workshop IPSCM Modular Learning System Network Managing Strategy Consultation Market Analysis Tools Service Sector Export Promotion South-South Trade Promotion World Tr@de Net Kick-off Meeting World Tr@de Net Regional Workshop on Agriculture		

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	Country/area	Track 1	Track 2	Track 3
138	Uzbekistan	Business for Development ITC/ESCAP Trade Finance Infrastructure Analysis Project Market Analysis Tools and Training Putting the MTS to Work: Practical Approaches to SME Competitiveness World Tr@de Net		Integrated export development project
139	Venezuela	FiT Clothing Benchmarking IPSCM Modular Learning System Network Market Analysis Tools South-South Trade Promotion Value Chain Diagnostics World Tr@de Net		
140	Viet Nam	Business for Development E-Trade Bridge Executive Forum FiT Clothing Benchmarking IPSCM Modular Learning System Network Managing Strategy Consultation Market Access Issues Assistance Market Analysis Tools Multilateral Trade Treaties Symposium Putting the MTS to Work: Practical Approaches to SME Competitiveness Services Sector Export Promotion South-South Trade Promotion Strategic Approach to Quality Assurance Consultation World Tr@de Net		EPRP community-based tourism Integrated export development project
141	Yemen*	Market Analysis Tools	IF	
142	Zambia*	E-Commerce and Services Exports Executive Forum Export Value Addition through Tourism ICT and International Trade Workshop Information Management and Market Analysis Managing National Export Strategy Market Analysis Tools ServiceExportNet Services Sector Export Promotion South-South Trade Promotion World Tr@de Net	IF JITAP	Formulation of EPRP agriculture and artisanal products project National export strategy project
143	Zimbabwe	IPSCM Modular Learning System Network Market Analysis Tools Putting the MTS to Work: Practical Approaches to SME Competitiveness South-South Trade Promotion		

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ITC: Your Partner in Trade Development

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

ITC supports developing and transition economies, and particularly their business sectors, in their efforts to realize their full potential for developing exports and improving import operations.

ITC works in six areas:

- ▶ Product and market development
- ▶ Development of trade support services
- ▶ Trade information
- ▶ Human resource development
- ▶ International purchasing and supply management
- ▶ Needs assessment, programme design for trade promotion



International Trade Centre

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