NAIROBI FORUM

Trade Beyond Covid19: Unpacking the AfCFTA for East Africa /Kenya MSME's

Trade Promotion Organisations - Building Bridges for the AfCFTA

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Important Terminology

TPO- Trade Promotion Organisation

CCI- Chambers of Commerce and Industry

BSO- Business Support organisations

TISIs- Trade and Investment Support Institutions
Relevance of CCIs and BSOs

Chambers of Commerce are an essential and credible intermediary between government, business and the general public.

Impact of TPOs

TPOs contribute to 5%–6% rise in GDP per capita and 7%–8% rise in exports (ITC study on ETPOs in collaboration with University of Geneva)
ITC’s Benchmarking Model illustrates essential Organisational best practices
https://www.tisibenchmarking.org/
Leadership and Direction

1. Clear **Mandate**, collective purpose, inclusive membership and industry recognition

2. **Governance** structures and rules are appropriate and independent

3. **Strategy** is relevant, responsive to local and global conditions, industry trends

4. **Accountability** and risk management including audit controls

5. **Credibility** with stakeholders, collaborative strategic partnerships and alliances
Resources and Processes

1. Appropriate human resources and structure with competitive skills and capabilities

2. Solid business model and resource mobilisation for sustainable service delivery

3. Organisational records and knowledge management for innovation

4. Appropriate physical assets and infrastructure, including IT

5. Internal and external communication, clear and regular
Products and Service Delivery

1. **Service offering** based on client needs diagnostic, client data, business environment and export market prospects

2. Client **segmentation** and service delivery effectively managed

3. Services are readily **identifiable** and well supported by accessible information

4. **Flexibility** and responsiveness to strategic priorities
Measurement and Results

1. Well articulated **results framework** with clear indicators

2. **Monitoring and evaluation** is regular, supported by relevant tools

3. **Data collection and reporting** is robust, consistent and reliable

4. Member and **client satisfaction** is monitored and feedback used to improve strategy and services
Game Changers for TPOs to Build Bridges
1. Put Enterprises First

Understand and prioritise **diagnosed** Enterprise Challenges, Service Needs and Opportunities in relation to AfCFTA

Focus support services on building Business Competitive Advantage and Export Readiness
1. a. Enterprise Analysis in Context

**Regional and Global (Export Market)**

<table>
<thead>
<tr>
<th>Country</th>
<th>Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Policy</td>
<td>Strategic Competence</td>
</tr>
<tr>
<td>Commercial and Industrial Policy</td>
<td>Production Competence</td>
</tr>
<tr>
<td>SQAM Infrastructure and services</td>
<td>Marketing Competence</td>
</tr>
<tr>
<td>Logistics</td>
<td>Resource Management Competence</td>
</tr>
<tr>
<td>Production inputs supply</td>
<td>Labour supply and quality, legal frame</td>
</tr>
<tr>
<td>Overall trade policy i.e. tariff structure</td>
<td>Technical Regulations including TBT, SPS and pvt stds.</td>
</tr>
<tr>
<td>Commercial practices</td>
<td>Competitive environment</td>
</tr>
<tr>
<td>Market structure and trends</td>
<td>Global environment and trends</td>
</tr>
</tbody>
</table>
1. b. Align Service Portfolio

1. Background Information & Context
2. Eco-System Mapping
3. Assess/Review Current Portfolio
4. Client Profiling, Segmentation & Prioritisation
5. Define Client Service Needs
6. Design Service Solutions
7. Service delivery cost/impact analysis
8. Prioritise service solutions
9. Develop M&E Framework
10. Develop service blueprints/manuals
11. Pilot New Services
12. Finalise & validate new service portfolio, service architecture
13. Finalise Business Plan
14. Promotion & communication of new portfolio

Continuous Review and Innovation
2. Prioritise Impactful Services

- **ADVOCACY & PUBLIC-PRIVATE PARTNERSHIPS**
  - Competitive business environment and Market Access

- **BUSINESS & TRADE INTELLIGENCE**
  - To help find, select and develop markets

- **BUSINESS & TRADE SUPPORT**
  - To increase the capacity of local enterprises

- **TRADE PROMOTION & MATCHMAKING**
  - To connect firms to markets and buyers
3. Build Critical Organisational Capabilities

- Strategic Focus and Result Orientation
- Human Resource Skills and Competencies
- Data
- Client Relationship Management Systems
- Knowledge Management Systems
- Technology and infrastructure
4. Establish Strong Networks and Collaborative Partnerships

- Market Connections
- Capacity Building
- Technical Cooperation
- Knowledge Exchange
- Financial Support
Which other actors offer services relevant for Exporters?

How can we Collaborate or Connect Exporters to services?

4. a. Map the Eco-System
5. Implement Robust Data Driven Digitalisation

- Implement smart data driven digitalisation
- Optimise machine learning for effectiveness and artificial intelligence for efficient service delivery and scale
5. a. Useful Digitalisation Reference Cases

- Ghana Export Promotion Authority’s Market Hub [https://www.gepaghana.org/](https://www.gepaghana.org/)
  Winner of ITC’s 2018 WTPO Award for Best Use of Information Technology
5. b. Useful Digitalisation Reference Cases

ASEAN SINGLE WINDOW: Interoperability in 10 countries

Connects and integrates National Single Window (NSW) of ASEAN Member States to expedite cargo clearance and promote electronic exchange of border trade-related documents.

Preferential tariff treatment is based on the Electronic Certificate of Origin exchanged through the ASW.

The ASW Live Operation is expanding to include other documents (e.g. ASEAN Customs Declaration Document (ACDD), electronic Phytosanitary Certificate (e-Phyto), electronic Animal Health Certificate (e-AH) and electronic Food Safety Certificate (e-FS) Certificate.

Source: https://asw.asean.org/
thank you!

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