

**Evaluation of  
International Trade Centre**

**Volume 4  
ITC Products**

**BUSINESS  
ENVIRONMENT**

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**List of Acronyms**

CIS	Commonwealth of Independent States
DTCC	Division of Technical Cooperation Coordination
DTSS/BAS	Department of Trade Support Services/Business Advisory Services
DTSS/IPSMS	Department of Trade Support Services/International Purchasing and Supply Management Section
EU	European Union
GATS	General Agreement on Trade in Services
IPSCM	International Purchasing and Supply Chain Management
IPSM	International Purchasing and Supply Management
ISO	International Organisation for Standardization <sup>1</sup>
ITC	International Trade Centre
JITAP	Joint Integrated Technical Assistance Programme
MIGA	Multilateral Investment Guarantee Agency
MLS	Modular Learning System
OAS	Organisation of American States
OED	Office of the Executive Director
OHADA	Organization for Harmonization of African Business Law
PACKit	Integrated Export Packaging Information Kit for Developing Countries
SICE	Foreign Trade Information System – Sistema de Información al Comercio Exterior
SME	Small or Medium-sized Enterprise
SPS	Sanitary and Phytosanitary Measures
SQAM	Standards Quality Assurance Accreditation and Metrology
TBT	Technical Barriers to Trade
ToR	Terms of Reference
TPO	Trade Promotion Organisation
TSIs	Trade Support Institutions
UN	United Nations
UNCITRAL	United Nations Commission on International Trade Law
UNCTAD	United Nations Conference on Trade and Development
UNIDO	United Nations Industrial Development Organization
USA	United States of America
USD	United States Dollar
WTN	World Tr@de Net
WTO	World Trade Organization

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<sup>1</sup> Strictly speaking ISO is not an acronym but the Greek word *ισο*, which denotes the International Organisation for Standardization in different languages.

# 1 Business Environment

## 1.1 Introduction

This report examines and evaluates International Trade Centre (ITC) products and services related to the Business Environment.<sup>2</sup> The products examined include those related to support for participation in the international trading system and the framework for the conduct of international trade and business. ITC products (including services) related to support to business participation in the Multilateral Trade System include World Trade Net (WTN) and the Business for Development workshops. The other ITC products evaluated include support to countries in developing export strategies through the Executive Forum, as well as support to Trade Support Institutions (TSIs), which in turn support enterprises to meet technical standards and packaging requirements, to manage legal aspects of international business, and to build capacity for international purchasing and supply chain management. Overall this report is evaluating eight ITC products and six product groups or clusters.

These products can be grouped according to the Trade Related Technical Assistance (TRTA) reference framework for the Evaluation and according to ITC programmes in ITC *Business Plan*.

### TRTA Reference Framework

According to the TRTA Reference Framework for the evaluation, presented in the Inception Report, specific ITC competences to be evaluated include<sup>3</sup>:

1. Export strategy,
2. Multilateral Trading System,
11. Standards and quality management (including Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary measures (SPS))
12. Supply chain management (including public procurement)
13. Export packaging
14. Legal aspects

A brief summary of each of these programmes is presented and then the programme is evaluated according to the TRTA reference framework outlined in the Inception Report. The types of deliverables and the modes of delivery are summarised. Then, the target groups are identified and the evaluation methods are presented.

The evaluation findings are presented according to the evaluation criteria outlined in the Inception Report. These are the five evaluation criteria utilised by the Development Assistance Committee of the Organisation for Economic Co-operation and Development, namely: Relevance, Efficiency, Effectiveness, Impact and Sustainability. ITC products are

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<sup>2</sup> Business Environment is an aggregation used in the Joint Evaluation, which covers Business Advisory Services, Executive Forum and International Purchasing and Supply Chain Management. It is not used by ITC.

<sup>3</sup> The numbers correspond to the TRTA reference framework for ITC competences developed in the Inception Report while the programmes and products presented below correspond to ITC programmes and services.

graded according to a four point Likert Scale with 4 highly satisfactory, 3 satisfactory, 2 unsatisfactory, and 1 highly unsatisfactory. Since the evaluation criteria are focused on the performance of the particular set of interventions, there is a separate analysis of the comparative advantage of ITC in the product area.

Finally, conclusions and recommendations are presented.

As noted above, the products examined in this report do correspond with the programmes of ITC as outlined in the *Business Plan* and with the organisational structure of sections in the organisation chart.<sup>4</sup>

### **ITC Business Plan**

In terms of the seven programmes used by ITC in the *Business Plan 2003-2005*, the products evaluated in this report include products from three of the seven programmes of ITC. These are:

Programme 1: Strategic and Operational Market Research  
Products: Executive Forum and Export Strategy

Programme 2: Business Advisory Services  
Products: World Tr@de Net;  
Business for Development;  
Standards and Quality Management;  
Packaging; and  
Legal Framework.

Programme 7: International purchasing and supply chain management.  
Product: Capacity building in international purchasing and supply chain management.

These programmes correspond to the internal organisation structure of ITC.

### ***Staffing***

The following table presents the staffing complement for the three relevant sections of ITC. As the note indicates this table only includes the staffing with contracts of more than one year, it does not include temporary staff and consultants. Also the Executive Forum draws heavily on the staff of ITC from different divisions immediately before and during the actual meeting of the Forum.

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<sup>4</sup> The *Annual Reports 2002, 2003* and *2004* do not present the seven programmes the way they are presented in successive issues of the *Business Plan* for the same years, but the products are associated with sections in the organisation and for example the Annex to the *Annual Report 2002* describes activities and targets related to the sections of ITC. The reason is that the *Annual Reports* are structured according to contribution to goals, not according to organisational section or product delivery.

**Table 1: Staffing of Business Advisory Services, International Purchasing and Supply Chain Management, and Executive Forum**

Section	Professional staff On regular budget	Professional staff On extra- budgetary re- sources	Support and administrative staff
Business Advisory Services	3	8	6
International Purchasing and Supply Chain Management	4	2	3
Executive Forum	2		1

Source: Data provided by ITC, September 2004.

(Staff with a contract of more than one year, while consultants, interns etc are not included.)

### Modes of Delivery

The ITC *Business Plan (2003, 2004)* discusses modes of delivery. The modes of delivery are characterised in terms of three tracks:

Track 1: Global delivery of generic tools developed through Headquarters-initiated research.

Track 2: Multi-agency, multi-purpose trade-related projects such as Joint Integrated Technical Assistance Programme (JITAP) and the Integrated Framework.

Track 3: National and regional projects aimed at identifying sectoral export opportunities and strengthening national trade support networks.

Many of the products examined in this report are delivered under Track 1 involving global delivery and these pose specific challenges for the Evaluation

### Evaluation Methodology

The methodology for the evaluation was presented in the Inception Report and the issues related to evaluation of ITC products is discussed in the introduction to this volume which focuses on the product perspective on ITC. As noted above, these products are evaluated according to the 5 internationally recognised evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability, and there is an assessment of ITC comparative advantage in the area.

Since these products are not subject to a logical framework analysis on an ex-ante basis, this presents a challenge to the evaluation. The Evaluation has used the information presented in *ITC Business Plan 2003-2005* and *ITC Business Plan 2004-2006* as a source of the objectives for these products. The Evaluation has not sought to impose an ex-post logical framework analysis on these products.

Some methodological issues related to the products examined in this report require specific consideration. In particular, it is important to note the following key point:

- ITC products are regarded as a key element of the organisation's technical assistance;
- The products are delivered by three tracks, globally, through the multi-agency frameworks Joint Integrated Technical Assistance Programme and the Integrated Framework, and at regional and country level.
- Since the products delivered at country level (and also the multi-agency programs) are assessed in the country studies presented in Volume 3, the greatest challenge for the product studies is to assess the global delivery.

### ***Evaluating Global Products***

There are challenges in measuring and analysing the results of the global delivery of products and programmes of ITC. Of course, the Evaluation has also sought to assess the utilisation of these same ITC products at the country level, either through the country studies or through the examination of case studies related to ITC products in particular countries. In this respect, the product studies draw on the results of the country studies. Nonetheless, the distinctive challenge for the product studies is to assess the utilisation of global products and networks. As the *Business Plan 2003* states: "ITC will continue to seek *global delivery of generic tools* developed through Headquarters-initiated research"<sup>5</sup> ITC attaches considerable significance to the development and delivery of their global products.

There are relatively few examples of evaluation of global products or networks in the field of development evaluation. Two examples are the *World Bank's Approach to Global Programs: An Independent Evaluation -- Phase 1 Report* and the *Evaluation of the Quality and Impact of Programs Facilitated by the Global Development Learning Network*, which is an evaluation prepared for the World Bank Institute.<sup>6</sup> The first of these is based on a desk study of global programmes in the World Bank and the second one uses e-questionnaires of network partners as a key tool for the evaluation. The Evaluation has adopted the latter approach taken by the second World Bank evaluation referred to above by using e-questionnaires as a tool to support interviews and desk-study review in the evaluation of some of the global products of ITC below. The challenge for this Evaluation is that ITC is supporting the development of networks and yet the evaluation methods for assessing the utility of networks to support development are still being developed and refined.

Our evaluation of the Global Products involves several distinctive aspects. One significant aspect is to evaluate the distribution of global products. The second is to evaluate ITC role in supporting the development of networks.

### ***Distribution of Global Products***

Among ITC global products are the organisation of seminars and conferences on a regional or global basis. The most prominent example is the Executive Forum, which draws together policymakers and business leaders, involved in developing export strategy and

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<sup>5</sup> ITC, *ITC Business Plan 2003-2005*, p 3.

<sup>6</sup> Operations Evaluation Department, The World Bank, *World Bank's Approach to Global Programs: An Independent Evaluation -- Phase 1 Report*, Washington, DC, August 2002 and H Jennings and D. Roberts, Macro International, *Evaluation of the Quality and Impact of Programs Facilitated by the Global Development Learning Network (GDLN)*, World Bank Institute (WBI) Evaluation Studies, No. EG04-88, The World Bank Institute, The World Bank, June 2004.

implementing trade development, and Business for Development, which involves regional workshops on developments in the trading system. These types of global and regional workshops can be evaluated on the basis of the level of participation in these fora and of the quality of the interaction, in order to assess whether the activity is likely to achieve its intended objective.

One of the traditional types of global products is the preparation of tools, guides and publications. If one examines the indicators of achievement for ITC and for other United Nations (UN) organisations, one finds that the number of publications is often cited. Of course, the publications can be evaluated for their quality and relevance, but it is also important to determine whether they are distributed and utilised. Data have been collected on book sales and book distribution for the relevant products as an indicator of the distribution of the products. Unfortunately comprehensive data on distribution of publications on projects or other channels apart from book sales are not available for earlier years.

In the 21<sup>st</sup> century with the ease of electronic communication, guides, tools and publications can be transmitted electronically over the Internet. Thus we evaluate the Internet usage for those products where data are available. In the *Business Plan 2004* ITC states: “Track 1 support will be delivered increasingly through cyber-collaboration (i.e. via the Internet). ITC’s Web Committee will coordinate the continuous upgrading (technology and content-wise of ITC website and subsites.”<sup>7</sup> (Note that the issues related to developing the website as a communications and delivery tool are discussed in the report on Communications and Marketing in Volume 5, *Organisation Perspective*.)

Of course the electronic distribution of information and materials is not limited to the transmission from the centre and we turn now to the efforts to support the development of networks.

### **Networks**

In today’s world including in the international development world, both formal and informal networks have become important organisational forms. Networking is everywhere; the world is becoming networked. The term has become a catch-all term for any activity that links people who share a common concern for a specific topic or issue.

The terms ‘networks’ and ‘networking’ are used widely and very loosely in many different contexts. Networks in a development context share one common characteristic: they aim to create a critical mass of opinion or action to deal with a specific issue at the local, national, regional or international level, to exchange information and experience, and to influence related policies, programmes or their outcomes.

There is a very large literature on networking which derives from different branches of the social sciences and the information sciences. A reasonable working definition for a network is:

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<sup>7</sup> ITC, *ITC Business Plan 2004-2006*, p 3.

‘A group of named individuals who interact face to face and virtually to exchange experience, share learning; build the knowledge and expertise of all participants, who work together to further specific objectives, and who benefit by their association with the parent organisation (the hub) and each other (the spokes) <sup>8</sup> .

The explosive growth of networks is partly due to the information technology revolution and partly to the growing emphasis on participatory structures, and the involvement of civil society in advocacy and development cooperation. All these phenomena are related, since the advent of the new technologies is facilitating new social structures and interactions. The widespread utilisation of information technology media and tools such as e-mails and internet web sites have facilitated the means of communication and created new potential for interaction in networks. Although networks have long existed and most networks involve some face to face interaction, the ease and low cost of communication in the information society have transformed the potential for networks to develop on a trans-national basis and create the basis for the emergence of virtual communities. Just as some have suggested that the Gutenberg printing press and the printing of the Bible in national languages created the basis for the Reformation in Europe, the new digital communications technologies create new forms of social interaction across national borders.

The challenge is how to evaluate the role and results achieved in development initiatives to support the development of networks.<sup>9</sup> Traditional evaluation frameworks are hierarchical and presuppose a centralised, even centrally-planned approach. The paper of Church *et al* emphasises that what is important about networks is not only the interactions between the hub and the spokes, but the interaction between and among the spokes or nodes involving all the participants of the network.<sup>10</sup>

In our evaluation of the global products of ITC, e-questionnaires and interviews were used to the partners in the networks in an effort to obtain a measure of the information exchange in the networks and of the overall vitality of the networks. Several observations can be made. First, the standard concerns about sample size do not apply in the same way since if the network under evaluation is small, then the sample perforce is small. Of course if the network is small then the potential value of the network is reduced. However, a potentially offsetting factor is the intensity of interaction in the network. Therefore the response rate to e-questionnaires is an interesting indicator of the intensity of involvement of the participants in the network or virtual community.

Another important issue is the focus or purpose of the specific network. Networks such as World Tr@de Net and Business for Development and Executive Forum are aimed at promoting private-public sector dialogue as well as equipping TSIs and enterprises with

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<sup>8</sup> This definition is adapted from various sources.

<sup>9</sup> Church, M, M Bitel, K Armstrong, P Fernando, H Gould, S Joss, M Marwaha-Diedrich, A de la Torre and C Vouhe, Participation, *Relationships and Dynamic Change: New thinking on evaluating the work of international networks*, University College, London, Working Paper No. 121, 2002. Supported by the Department for International Development, (DFID).

<sup>10</sup> *ibid.*

knowledge that will support their business development. Other networks such as for export packaging are aimed primarily at providing TSIs and enterprises with information that will support business development.

In each of the product studies below, there is a brief discussion of the evaluation methods that were utilised for evaluation of that product. Of course there is some variation in the methodology applied to each of the products and in general the evaluation is less intensive for the smaller products in terms of overall scale, namely, Standards and Quality Management, Export Packaging and Legal Framework. None of these three products have been evaluated by ITC previously due to their smaller scale, but they are illustrative of ITC global products.

### **Outline**

The next section of this report examines two related products, World Tr@de Net and the Business for Development forum. These two activities are very closely related and are clearly complementary. However, since they involve different types of interventions and involve different modes of delivery and since they have distinct budgets, they are evaluated as distinct products. Furthermore there are some differences in the evaluation methods utilised for evaluating these two products. Yet since these two activities are very closely linked, the findings on Comparative Advantage and the Conclusions and Recommendations are reported jointly.

The next three product groups evaluated, (i) Standards and Quality Management, (ii) Packaging and (iii) Legal Framework, all involve Business Advisory Services (BAS).

Finally Executive Forum and some of the products of International Purchasing and Supply Chain Management are evaluated.

Since five of the product groups being evaluated are drawn from Business Advisory Services, the final section of the introduction provides an overview of Business Advisory Services, which is a major part of the Department of Trade Support Services in ITC.

### **ITC's Business Advisory Services**

#### ***Objective***

The overall objectives of the Business Advisory Services programme are described in the Business Plan 2003-2005 as follows:

‘Over the 2003-2005 period this ITC programme will address three fundamental needs of the trade community:

- The need to participate effectively in the evolving multilateral trading system;
- The need to provide the type and quality of trade support services to enterprises that will directly contribute to enhanced trade performance; and
- The need for Small or Medium-sized Enterprises (SMEs) to develop their capability to compete in the international marketplace.

Support relating to an efficient participation in the multilateral trading system will continue to be coordinated under the World Tr@de Net Programme, which supports public-private sector networks in more than 45 countries, each of them working within the parameters of country-specific action plans. Addressing the priorities and key concerns of a country business communities, network members provide specific information, training and practical advice on World Trade Organization (WTO)-related issues on a continuous basis.

In light of the Doha Development Agenda, emphasis over the initial years of the Business Plan will be given to increased public-private sector dialogue and the efficient integration of business sector views into national trade negotiation strategies. An expanded programme of expert assistance and training provided to country networks is envisaged, with the input of regional coordinators being maximized. During the first half of 2003, priority will be given to promoting business advocacy through the Business for Cancun series.

Assuming ongoing funding, World Tr@de Net membership will be increased by six to nine countries per year. ITC investment in new high-capacity communications facilities will facilitate country and regional networking and support to the public-private sector interface.<sup>11</sup>

It is evident that the World Tr@de Net and Business for Development activities are addressed primarily at the support to participation in the multilateral trading system. In contrast, the Export Packaging, Standards and Quality Management and the Legal Framework are aimed at the support to trade support services and at least indirectly at support for SMEs.

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<sup>11</sup> ITC, *ITC Business Plan 2003-2005*, p. 17.

## 1.2 World Tr@de Net<sup>12</sup>

### Background and Overview

The World Tr@de Net was launched in 1999 by ITC as the successor to its programme “Follow-up to the Uruguay Round”. The programme’s objective is to assist developing countries, and countries whose economies are in transition, to develop active networks that include business and government organisations, but focused mainly on the business sector. The World Tr@de Net builds and supports local capacities to understand and to disseminate the business implications of the WTO agreements. It aims to involve the private sector actively in the further shaping of the multilateral trading system by creating country networks with active public/private sector interface. These networks are informal, result-oriented, based on partner’s interest and linked to any relevant already existing networking structures. These country networks identify the priority needs of their business sectors with respect to the multilateral trading system and develop country-specific “Action plans”. These action plans indicate what are the necessary training and advisory needs for particular countries.

The specific problems that WTN addresses include:

- Insufficient reflection of the business sector’s concerns into the national trade strategy formulation processes;
- Limited access to up-to-date information on the implications of the existing WTO rules for business operations, and on the new topics for international discussion and trade negotiation;
- Lack of practical country specific and sector specific advice and business training on WTO related issues.

In 1999 the World Tr@de Net started by preparing for launching of the new networks, publication of information materials such as “Business Guide to the world trading system” and “Business Guide to the General Agreement on Trade in Services (GATS)”. Network member training was offered to all Asian networks on “GATS and the export of services”. The programme’s first “Virtual Conference” was organized via the Internet, on topics requested by network members, and backstopped through the first version of the World Tr@de Net website. The second year focused on enlargement of the network and brought the total membership to 32. Issue specific workshops for network members from different countries in the same region were organized on various subjects. Regional videoconferences were introduced as efficient means to follow-up on previous work done by members from different networks. The World Tr@de Net e-mail newsletter was launched, providing monthly updates on new developments in the WTO which are of interest to the business community. A “Consultation kit” on GATS was developed and made accessible on the web, to serve as a guide to business associations who prepare for the discussion and review of the GATS provisions with their business members. A ready-

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<sup>12</sup> Note that the World Tr@de Net is evaluated separately from Business for Development because of the different formats of the activities and interventions, but these activities are closely related and complementary. The analysis of comparative advantage and the conclusions and recommendations are presented jointly.

to-use pack on the “Agreement on Agriculture” was finalized and updates on the ongoing WTO negotiations in agriculture and services were published on the website.

During the third year of World Tr@de Net operation, the Network Forum was launched on the programme’s website. It offers an individual Internet platform for each member country to publish their information. In 2002 an internet conference and video conference were held to give an opportunity for business communities to familiarize themselves with the issues of Doha Ministerial Meeting of the WTO. A meeting for all network representatives was organized for the first time in Geneva in 2001. They met in order to discuss issues of concern to business community with the Geneva based representatives to the WTO of their countries. Three new Business Guides on trade remedies were prepared.

In order to achieve its objectives, ITC conducts the following activities:

- In order to prepare new country networks, identify country-specific priority topics and assist with the development of national Action plans,
- “Kick-off” meetings for new country networks are organized.
- “Issue papers” on country-specific priorities are prepared.

These analyses of WTO related business issues are prepared wherever possible by local experts with direct inputs from the business community under the guidance of ITC and/or in close consultation with ITC. The objective of “Kick-off” meetings is to prioritise the urgent needs of the businesses in adapting to the new business climate, review the current trading and advisory activities and resources and outline a national Action plan for support of the local business community;

Depending on the country network’s Action plan, the support to network members delivered by ITC can take several forms. ITC provides: advice and backstopping for the planning of activities; relevant information and/or training materials; resource persons for information events; contribution to local costs for the organisation of events and activities by networks.

Each network nominates a country facilitator, eventually on rotating bases. ITC regional coordinators and local network facilitators maintain day-to-day working contacts. Local experts and/or network facilitators prepare regular information on evolving business issues. The Action plans are reviewed and priorities for further actions are redefined.

ITC expands and maintains the World Tr@de Net website with the information on current development and business implications of WTO negotiations, information about the activities by network members, updates of publications as well as “model” activities and inputs contributed by local network members.

ITC develops generic training materials and WTO related business information. The subject areas for the materials reflect priority areas of concern for the business community. Research and development activities support the capacity building and networking activi-

ties through the provision of relevant training materials, business guides, tools and consultation kits.

ITC organizes regional meetings for the exchange and co-operation among different country networks including review of best practices and networking and monitoring techniques for networking activities. The network communications are supported by the “Regional Coordinators” to intensify network communications.

Two to three days workshops and video/internet conferences are organised in cooperation with network member institutions. During these networking events information and tools are presented to the participants. At least one international specialist on the subject matter and an ITC expert participate as workshop resources. Priority areas for these networking events are business advocacy for multilateral trade negotiations, market access remedies and TBT and SPS. Members of participating national networks develop their training and advisory skills. They use, adapt and create training materials based on ITC model programmes. The workshops give an opportunity for participants to share ideas on business development plans and experiences in their country. Network members also prepare themselves for participation in ITC Internet forums.

The roster of network members who offer specialized expertise on WTO related subjects is expanded and professional profiles of interested network members, including their contribution to WTO-related activities in their countries are published on the World Tr@de Net website.

The interactive Network Forum on the World Tr@de Net website is maintained for the active participation and contribution from network members. The development of country specific pages is guided through the regional coordinators and network facilitators.

### **Budget**

The budget for World Tr@de Net is funded from the Global Trust Fund. The following table presents the funding over the period from 2002 until 2005. The total budget for World Tr@de Net for the period 1999 until 2001 was USD 2.43 million.

### ***World Trade Net Sample Projects’ Review 2001-2005***

According to ITC project portal:

*World Trade Net (business and the 'Doha Development Agenda')* INT/W2/10A Responsible section: Business Advisory Services Section of Department of Trade Support Services (DTSS/BAS); Source of funds: ITC Global Trust Fund Window 2; Donor(s): Global Trust Fund (W2);

Project Value

(In USD without Support Costs)<sup>13</sup>

Year	Total
2002	625,945
2003	689,941
2004	1,239,284
2005	619,624
<b>Total</b>	<b>3,174,794</b>

Types of Deliverables

<p><b>Advisory services:</b></p> <ul style="list-style-type: none"> <li>• Kick-off Meetings</li> <li>• Newsletter</li> <li>• Action Plans</li> <li>• Training Services:</li> <li>• Information Sources:</li> <li>• Business Guide seminars on WTO Agreements</li> <li>• Publications</li> </ul>	<p><b>Tools:</b></p> <ul style="list-style-type: none"> <li>• Information and Training Materials</li> <li>• Channel of Delivery</li> </ul>
<p><b>Networking/combination of the above</b></p> <ul style="list-style-type: none"> <li>• Networking Workshops</li> <li>• Networking Workshops</li> <li>• Video Conferences E-discussions</li> <li>• Video Conferences E-discussions</li> <li>• Business Cases</li> <li>• Business Cases</li> </ul>	<p><b>Global:</b></p> <ul style="list-style-type: none"> <li>• Seminars</li> <li>• Training Packs and consultation kits</li> <li>• Workshops</li> <li>• Regional and country:</li> <li>• Website</li> <li>• Seminars</li> <li>• Publication and Papers</li> <li>• Workshops</li> <li>• Newsletter</li> <li>• Website (country information, such as Action Plan, Country Paper etc. on the website available)</li> <li>• Questions and Answers Linkages</li> <li>• Questions and Answers Linkages</li> <li>• Publication and Papers</li> </ul>

<sup>13</sup> The data was obtained in March 2005 from the project portal. The information presented to the Consultative Committee of the Global Trust Fund dated 2 February 2005, has a larger total amount of USD 3,433,329 for approximately the same period. The fiscal year for the Global Trust Fund is from June 1 – May 31 unlike ITC regular budget which is on a calendar year basis

**Geographic Focus**

Currently WTN has 51 members. Networks in these countries are at different stages of development. More than ten (10) local networks have been created in African and Asian developing countries. The following are members of the WTN:

**Box 1: Members of World Tr@de Net**

Albania	Guatemala	Nepal
Argentina	Guyana	Nicaragua
Armenia	Haiti	Nigeria
Bangladesh	Honduras	Oman
Belarus	Hungary	Pakistan
Bhutan	Jamaica	Philippines
Bosnia & Herzegovina	Jordan	Romania
Brazil	Kazakhstan	Senegal
Bulgaria	Kyrgyzstan	Sri Lanka
Cambodia	Latvia	Swaziland
Costa Rica	Lesotho	Tajikistan
Croatia	Lithuania	Thailand
Cuba	Malawi	Trinidad & Tobago
Dominican Republic	Malaysia	Ukraine
Egypt	Moldova	Uzbekistan
El Salvador	Mozambique	Vietnam
Estonia	Mongolia	Zambia

**Beneficiaries**

Typically, network members include WTO focal points in ministries, business and trade associations, Trade Points<sup>14</sup>, trade support institutions, academia, specialized consultants and the press. The World Tr@de Net represents a unique network providing a business perspective on the multilateral trading system.

**Evaluation Methodology**

The evaluation methods used include:

- Review of the World Trade Net Evaluation and the management response;
- Review of publications and the newsletter produced by the World Tr@de Net program;
- Review of publication sales and distribution;

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<sup>14</sup> The World Trade Point Federation (WTPF), an international non-governmental organization established in 2000, grew out of a programme of the United Nations Conference on Trade and Development (UNCTAD). Through a network of more than 120 trade information and facilitation centres, known as Trade Points, the WTPF assists small and medium-sized enterprises (SMEs) in over 90 countries worldwide to trade internationally through the use of electronic commerce technologies.

- Analysis of an e-questionnaire distributed to network partners;
- Interviews of participants in World Tr@de Net;
- Review of the results of the country level evaluations; and
- Interviews of stakeholders and organisations.

The e-questionnaire was distributed to all the focal points for World Tr@de Net indicated by ITC. Thus, all partners had the opportunity to answer the survey.

The e-survey was sent to the 51 partners in World Tr@de Net. There were 18 respondents for a response rate of 35 percent. In addition, one of the focal points for World Tr@de Net, wrote to the Evaluation explaining that the level of activity in that country was such that the focal point was not able to respond to the questionnaire. If this additional response is considered, the overall response rate is 37 percent. Also the commentary in this supplementary response is interesting and is discussed in the analysis and findings below. The questionnaire and the results are presented as an annex to this report.

Although the response rate would be considered very good for an e-questionnaire in many circumstances, it seems somewhat low for organisations that are partners of ITC in an electronic network and this is discussed in the findings below. The e-questionnaire was first administered in September 2004 and was resent twice thereafter with an interval of about a month. Also ITC was contacted to encourage network partners to participate in the survey. Perhaps some of the questionnaires were caught by spam filters and never reached their destinations. Three questionnaires were returned due to problems with the email address and this was rectified by searching for new email addresses.

The greatest challenge was to assess the interaction within the country networks. The survey of the focal points addresses this, but only those responding to the survey provided this information. Undoubtedly there was some selection bias with the more active networks tending to respond. As a response to this challenge the Evaluation conducted telephone interviews with a few focal points who did not respond to the survey.

### **Analysis and Evaluation Findings**

The analysis is structured as follows. First, the previous evaluation of World Tr@de Net and the management response to that evaluation are reviewed. Second, the publications and the internet utilisation of the World Tr@de Net home page are reviewed in order to get an indication of the utilisation of global products. Third, the results of an electronic Survey of World Tr@de Net focal points are analysed supplemented by interview results to obtain a measure or measures of the interaction in the network.

Review of the Previous Evaluation of World Tr@de Net

**Background:** As noted above, the World Tr@de Net was launched in July 1999 by ITC as a successor to the programme “Follow-up to the Uruguay Round”. The programme was to run for three years to June 2002. Its objective was to assist capacity building in developing and transition economies to address the business implications of the WTO agreements. The formative evaluation, carried out between May and October 2001, was to take stock of the achievements and to provide guidance for the next phase of the programme.

The evaluation was carried out by Rideau Strategy Consultants Ltd., Ottawa, Canada. Major recommendations were shared with the “Consultative Committee for the Global Trust Fund” and were reviewed and discussed with the network representatives of thirty “World Tr@de Net” countries, during a workshop in April 2002.

The World Tr@de Net was one of four programmes in “Window 2” of ITC Global Trust Fund. Pledges to the Global Trust Fund for the period 1999 to 2002 totalled USD 18.4 million. The amount dedicated to Window 2 was USD 7.7 million of which USD 2.43 million was earmarked for the World Tr@de Net.

**Review of the Previous Evaluation:** This previous evaluation asked whether the World Tr@de Net has achieved its objectives – in particular whether the WTN improved member country capacity, provided good value for money, and was sustainable in the future. The evaluators concluded ‘that the WTN was based on a strong rationale, and had been implemented well. Its flexible and robust networks involved a wide variety of non-state stakeholders. It had proved an excellent tool to achieve its objectives at low cost’.

They went on to state that the WTN provides good value in helping the target countries to respond strategically to changes in the world trading system. However, the network concept is not risk free, and it may require significant on-going investment to animate particular country networks.

According to the evaluators, the main weakness of the programme was that its resources were not commensurate with its objectives. Given sufficient resources, the areas in which the evaluator concluded the WTN needed to concentrate in its next phase were:

*Maintaining the existing network, and extending it to new members.* If expenditure was not increased in the next phase of the programme, it was recommended that the WTN should retrench to a smaller number of member countries. At a higher level of funding, it would be possible to animate the less active members, and to bring new members (such as Russia and China) into the network. To ensure this, it was suggested that country-specific network implementation plans and budgets be developed as part of ITC’s proposal for Phase 2 funding.

*Building strong on-going relationships with an appropriate anchor organisation in each member country.* Finding appropriate anchor organisations in some prospective member countries was not always easy. What was needed was an apex organisation in the private sector, with an active interest in trade promotion and with sufficient resources to enable it to form a sustainable partnership with the ITC/WTN. In some cases, finding and developing such a relationship requires more time and investment than the normal “kick-off” meeting process allows for.

*Encouraging member country’s ownership of the electronic network, through single-window national trade portals [web sites].* The WTN has operated an electronic network organized around a website that is accessed through the general ITC website [plus another dedicated site mainly

for the use of WTN country facilitators]. The evaluator suggested that this was not thinking big enough, and that in many member countries there exists an opportunity to establish a national trade portal – a website that would provide single-window access for companies, not just to the WTN but also to other programs in support of trade promotion in that country. They suggested that the ITC/WTN has the experience and the capability to take the lead in promoting and helping establish such portals, but did not have the budget needed.

The evaluation team reviewed the performance of the WTN compared with the recommendations made by the evaluation of the predecessor program and, in general, found good performance and positive results.

The WTN model allows for variety from one country to another, so to some extent, group differences can be accommodated in individual country programmes. However, the WTN had not yet addressed these different groups' needs explicitly. Member countries are still treated in a standard way.

ITC provided good technical support to the WTN, including website training and backup, training packages, and consultation and advice. Occasional comments from a country network facilitator were received reflecting uncertainty concerning which ITC staff person to address a request to. The possibility of having a liaison officer who would deal with such requests was raised.

The WTN newsletter, case studies, and contributions to discussions on the website, all served to stimulate debate. More could be done with more resources, but with its funding levels, ITC had contributed to analysis and debate among the networks as much as one could reasonably expect.

ITC emphasized the importance of leadership of the national network by the business sector. By and large it had been successful. However business sector leadership was sometimes individual and sometimes institutional. ITC had not been entirely successful in engaging business sector apex institutions as anchor partners in the WTN.

According to the evaluator, each member country would probably benefit from having only one trade-related private-sector-led national network and website, with the widest possible participation. They also suggested that other ITC, United Nations Conference on Trade and Development (UNCTAD) and WTO initiatives should, at a minimum, have links to and from the site, and make use of the single site for disseminating information. This had not yet happened. The ITC/WTN involved certain individuals from these organisations, and others in the WTN activities on an ad hoc basis. There had been good individual cooperative arrangements, but the level of joint action between the WTN and other programmes with overlapping interests needed to be improved. However the burden for that should not rest entirely with the WTN. It is a very useful network, and other organisations and programmes should share the responsibility to make it a cooperative tool.

The evaluation of the Uruguay Round Follow-up recommended that the WTN provide information on paper as well as electronically to ensure efficient support is maintained to those members with limited computer capacities. Although this recommendation becomes less relevant each year as the Internet becomes ubiquitous, it still has some force among some countries. Unfortunately some things that are important to the WTN, such as interactive discussions, cannot be efficiently done via paper and mail. At the existing level of WTN resources, no solution seemed apparent. The WTN could consider absorbing some Internet costs for member networks, or alternately the WTN might explore the possibilities for cooperation with other development programs, and with apex business sector organisations, to share the costs of a national trade website. At the same time ITC should explore the possible relationships between its e-trade strategy and technical support to the WTN.

**Answers to Specific Evaluation Questions**

The Terms of Reference of the previous evaluation specified that the study should answer the following specific questions:

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<b>Program design and concept:</b>	
Had the World Tr@de Net successfully responded to the recommendations accepted by ITC from the evaluation of the Uruguay Round Follow-Up?	<u>Answer:</u> On the whole, yes.
Was the design of the WTN relevant and likely to be an effective response to the problems addressed?	<u>Answer:</u> The rationale is excellent. The resources are inadequate.
Was the relationship between the objectives, outputs, activities and inputs, clear, logical and commensurate with the time and resources available?	
Were the counterparts/beneficiaries adequately involved in the program, including setting objectives and deciding on the modus operandi?	<u>Answer:</u> The kick-off meetings and the country action plans provided an opportunity for the counterparts/beneficiaries to be involved in objectives and design. However more on-going attention to their input on setting objectives was desirable.

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<b>Implementation:</b>	
What have been the quality, timeliness and adequacy of the expertise provided? How well are the programme outputs being used by the national network members?	<u>Answer:</u> The quality, timeliness and adequacy of the expertise provided has been excellent. However, facilitators and members have sometimes not taken sufficient initiative themselves to benefit fully.
Are there reasonable expectations that the program will have the planned impacts and will be cost-effective?	<u>Answer:</u> The WTN is clearly cost-effective. However its funding is inadequate to achieve all its ambitions.
Are there good work plans that show that lessons have been learned during the program and adjustments made?	<u>Answer:</u> Work plans have been of good quality and the work program has been energetically implemented.
Have there been appropriate interactions between this programme and related programmes, including JITAP,	<u>Answer:</u> Despite increasing cooperation and communications, WTN was considered to be operating more autonomously than was ideal, partly because of the constraints on staff time

the programme on Capacity Building and Networking for Business Information Services, and the programme for Competitiveness Improvement of SMEs?

Have interactions between ITC and the network members worked well, and have members interacted appropriately among themselves? Has the WTN cooperated with other international institutions engaging in related work? Was the best use made of appropriate partner organisations?

Have Headquarters coordinating, monitoring and support mechanisms worked well?

and budget.

Answer: Cooperation with the WTO has been excellent. Cooperation with other international institutions and professional associations has been limited. Interactions between ITC and network members, and among network members themselves, have worked well, with minor caveats, as described above. The relationship between the WTN and national anchor organisations requires more thought.

Answer: Headquarters coordinating, monitoring and support mechanisms have worked well.

#### **Results to Date?**

Is the programme making the expected progress towards its objectives? Have significant results already been achieved? If so, do the results appear sustainable? Have there been multiplier effects?

In particular, has there been improvement in the interaction between the business and the government sectors with regards to active exchange of information?

Answer: The WTN has made excellent progress towards its objectives, and significant results have been achieved. Multiplier effects have depended mainly on the ability of the anchor organisation to be a conduit to the business community. Sustainability depends on organisational and resources factors discussed above.

Answer: There has been improvement in the interaction between the business and government sectors with regards to active exchange of information and this improvement is commensurate with the WTN resources spent. However the scope for further improvement is very large.

#### **Lessons Learned and the Continuation of the WTN**

On the basis of the first two year's experience, what should be the orientation of the programme during its final year, and in any later phases? Should the programme be continued?

Answer: The programme should be continued and expanded. The orientation for the future is indicated by the findings/recommendations listed above.

The evaluation concluded that the WTN had given value for money and justified substantially increased investment in the next phase.

### ***The Management Response to the Previous Evaluation***

The management response to the World Trade Net Evaluation was organized along the following lines with the following headings:<sup>15</sup>

#### ***Approach***

Expansion of the Network requires more resources since resources are spread thinly and consolidation of the network can only be done with existing resources.

<sup>15</sup> ITC, *Management Response to the formative evaluation of the International Trade Centre's World Tr@de Net*. This summary attempts to collate a series of observations in the management response.

### ***Complementarity***

The programme will build on and strengthen its good working relations with WTO technical cooperation and close complementarities with other initiatives under JITAP and the Integrated Framework.

### ***Resources***

The ITC Management Response makes the following observation:

“...the evolution of the programme will depend on the level of resources available for the next phase...It will be difficult to detail programme expenses by country as the World Tr@de Net is by definition and its scope of activities a *global* programme under the ‘Global Trust Fund’.”<sup>16</sup>

### ***Membership***

The ITC states that:

“..the definition, objectives and scope of a country network have been recently reviewed and more explicitly defined by country facilitators, including the role of a facilitator and the function of an anchor organisation for the ‘World Tr@de Net’.

As a ‘conduit to the business community’, the network leadership – whether individual or institutional – has to have the recognition of the private sector.”<sup>17</sup>

### ***Coverage***

The ITC notes that “grouping” of existing network member into different categories is evolving as “*new/acceding*”, “*full*”, and “*associated*” members. ITC indicates that

“the programme management has been requested to animate and ‘re-vitalise’ the less active networks individually, before applying the performance-based criteria for support to their networking activities.”<sup>18</sup>

### ***Networking Activities***

The ITC states: “Inter-network activities-regional as well as sector-specific interaction – clearly constitute a major focus of interest and for support in the programme’s next phase. As a main objective of ‘World Tr@de Net’ and its networking approach, such issue-specific interaction has to be strengthened both by electronic means as well as through face-to-face dialogue and working meetings.”<sup>19</sup>

### ***Materials***

The ITC Management Response indicates that World Tr@de Net cases have increased the understanding of the business perspective on the multilateral trading system for all network facilitators.

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<sup>16</sup> Ibid. p. 5.

<sup>17</sup> Ibid. p. 6.

<sup>18</sup> Ibid. p.7.

<sup>19</sup> Ibid. p.8.

***Information and Communication Technologies***

ITC views e-communications as a complement to face-to-face networking activities and states, “The ownership of the electronic inter-country networks is crucial and constitutes a vital objective for the evolution of the programme.”

***Commentary on the Previous Evaluation and Management Response***

The conclusions of the previous evaluation of WTN have been summarised in some detail, because the Evaluation wishes to examine how WTN has evolved or developed since that evaluation. Furthermore, since the Evaluation is using a wider range of evaluation methods it can examine some of the issues in greater depth. It is worth noting some differences in this regard.

First, the previous evaluation relied upon a survey of network facilitators attending a workshop for World Tr@de Net in Geneva. Such a survey is subject to selection bias. The Evaluation conducted an electronic survey of all network partners. While there may be selection bias with those responding tending to have more positive views, additional information is obtained from the electronic survey including the response rate. In addition, for the Joint Evaluation, some of the facilitators have been interviewed in the course of the Country Studies and through contacts at other ITC events. Thus, qualitative information has been obtained through these interviews.

Second the Previous Evaluation did not assess the publications themselves. Neither did it assess their utilisation and distribution.

Third the Previous Evaluation concluded that the World Tr@de Net activity was cost effective although it was not possible to obtain any information on the cost of deliverables or a break-down of the total budget.

Of course, the previous evaluation and the Management Response constitute a useful benchmark for the Joint Evaluation.

It is worth noting that the Management Response was general and somewhat vague in responding to the many recommendations made by the evaluator. The Management Response seems to accept the general thrust of many of the recommendations but gives no specific indication of how or whether the recommendations will be implemented.

The lack of specifics in the Management Response to the World Tr@de Net evaluation means that there is a lack of a clear baseline for this evaluation. Overall the impression is that some of the goals set for World Tr@de Net have been achieved notably in the expansion of the network, but there was no clear management response to the recommendations for revitalising the networks. Unfortunately there seems to have been limited progress in this regard.

***Review of Publications and Internet Use***

As a global program, the publications from the World Tr@de Net program are an important output, regardless of whether those publications are distributed as books and newsletters or sent electronically over the Internet.

***Publications***

The publications are reviewed briefly and the distribution of materials is examined.

***Review of the Publications***

Several of the publications of the World Tr@de Net have been reviewed in detail. In general the publications are competent and well-presented. The Business Guide to the World Trading System is a useful reference work, which is both reasonably comprehensive and yet accessible to the business community. The guides on the antidumping and safeguards laws of various countries are competent and seem to be well received by the business community in various beneficiary countries. (See the results of the survey below.) The special publications prepared in September 2004 to provide information on key elements of the July 2004 Framework Agreement to re-launch the Doha negotiations were both timely and very informative. The level of information presented in these publications was very appropriate for the private sector, but also of potential interest to government officials.

***Distribution of the Publications***

The distribution of publications is an indicator of the utilisation of the global products. The first table below lists book sales for 2004. The second table lists books sales and free distribution for the first quarter of 2005. It is evident from these tables, that the inclusion of the distribution of publications at seminars and workshops is an important additional source of information since many publications are distributed this way.

**Table 2: Publications of World [Tr@de](#) Net: ITC E-Shop Sales Statistics (2004)**

(Values in USD)

Product Code	Product Name	Quantity	Gross Sales
21283	Business Guide to the World Trading System. – 2 <sup>nd</sup> ed	1	75.00
21349	Business Guide to the General Agreement on Trade in Services. – Rev. ed	1	25.75
21871	International Marketing and the Trading System	1	26.67
25489	Business Guide to Trade Remedies in the United States: Anti-dumping, Countervail	1	50

**Table 3: Publications of World [Tr@de](#) Net: ITC E-Shop (1 Quarter 2005)**  
(Values in USD)

Code Number	Title	Year	Lan	Total/SALES	eShop /QTY	eFree /QTY	Total /QTY
20350	Global Spice Trade and the Uruguay Round Agreements	1996	EN			2	2
21052	Trade in Information Technology Products and the WTO Agreements: The Current Situation	1999	EN	50.00	1	4	5
21154	Uruguay Round Agreements Implications for International Trade in Medical Devices	1999	EN			2	2
21283	Business Guide to the World Trading System. – 2 <sup>nd</sup> ed	1999	EN	650.00	25	47	72
21349	Business Guide to the General Agreement on Trade in Services. – Rev. ed	2000	EN	160.00	8	50	58
21871	International Marketing and the Trading System	2000	EN			56	56
25489	Business Guide to Trade Remedies in the United States: Anti-dumping, Countervail	2003	EN	20.00	1	30	31
25492	Business Guide to Trade Remedies in Canada: Anti-dumping, Countervailing and Safeguards	2003	EN			25	25
29838	Business Guide to Trade Remedies in the European Community: Antidumping, Anti-subsidies and Safeguards	2004	EN	20.00	1	41	42

QTY denotes Quantity

From the above two tables it can be seen that the overall sales of publications at commercial prices are very limited, but from the data for 2005 it is evident that more books are distributed to ITC partners. As the results of the e-survey have indicated, the active partners in World [Tr@de](#) Net regard the publications as useful. However, it seems the publications are used as reference materials and not utilised in large quantities.

The Business Guides translated into national languages seem to be widely distributed in at least some cases, although ITC does not have comprehensive information on this point. The Evaluation was advised on some country visits, eg Vietnam, that no more copies of the Business Guide in the local language were available. In the next section internet usage is examined.

### ***World Trade Net Internet Usage***

In the electronic age, information can be distributed electronically. In its *Business Plan(s)* ITC has stressed the electronic delivery of information for global programs such as World [Tr@de](#) Net. Also in the *Strategic Framework for the Biennium Budget for 2004–2005* and the *Strategic Framework for the Biennium Budget 2006–2007*, visits to ITC website are cited as an indicator of achievement and in the *IITC Business Plan 2004–2006* hits on the World Trade Net are cited as an indicator of achievement.

The homepage for the World [Tr@de](#) Net on ITC website is clear, functional and useful. It provides access to some reference materials and the newsletter of World [Tr@de](#) Net, which can be downloaded. It also provides a forum for members, provides information on World [Tr@de](#) Net activities including Business for Development Workshops and some useful links.

It is very difficult to benchmark website usage. First of all there are technical challenges of measuring hits versus visits. For example, the structure of a web page can influence the number of hits recorded when it is opened. Although there are challenges with any website usage indicator, the number of visits is regarded as more useful than the number of hits. However for completeness both are reported in the tables below.

The challenge in benchmarking web usage is to find comparable web sites. One obvious web site to consider is the web site of the World Trade Organization, but this is a large website with a global presence and many thousands of pages of documents stored in the website. Furthermore the World [Tr@de](#) Net website is a sub-site which is part of ITC website so it does not have the visibility of the WTO web site.

The Organisation of American States (OAS), Office of Trade Growth and Competitiveness, formerly the OAS Trade Unit maintains a website for trade information in the Western Hemisphere.<sup>20</sup> It is a sub-site within the overall website of the OAS, which is a regional intergovernmental organisation. The site name is the “Foreign Trade Information System” is more well known as SICE from its Spanish acronym – Sistema de Información al Comercio Exterior. SICE provides information and documents on trade in the Western Hemisphere. SICE provides documents on its Web site in the four official languages of the OAS (English, Spanish, Portuguese and French). Thus the web usage data for this regional trade information system is more broadly comparable to that of WTN than the large WTO website. Although there are many limitations on the comparability of web usage data, it is useful to compare the utilisation of websites to provide some perspective on comparative utilisation. Although each of the organisations is very different, each is

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<sup>20</sup> Formerly this unit was known as the OAS Trade Unit.

providing information about international trade and the trading system. The SICE website is more comparable in scale at least broadly to the World [Tr@de](#) Net activity at ITC. The web usage data for these three Internet sites are presented below.

**Table 4: Comparison of Internet Usage for Selected Trade Websites**

Name	January 2005			March 2005		
	Hits	Views	Visits	Hits	Views	Visits
World <a href="#">Tr@de</a> Net (Home Page)	10,978	9,826	4,292 <sup>21</sup>	14,040	11,557	5,148 <sup>22</sup>
WTO (Entire Site)	25,025,702	3,392,696	733,649	28,348,470	3,615,024	830,529
World Trade Net Home Page Hits Per Month converted to daily rate (Period: March 2005)	WTO Entire Site Average Hits Per Day (Period: March 2005)		SICE (OAS) Home Page Average Hits Per Day (Period: June-December 2004)			
	468		914,466		40,932	
World Trade Net Home Page Visits Per Month converted to daily rate (Period: March 2005)	WTO Entire Site Average Visits Per Day (Period: March 2005)		SICE (OAS) Home Page Average Visits Per Day (Period: June-December 2004)			
	172		26,791		5,631	

From the table above, it is evident that the utilisation of the World [Tr@de](#) Net site is much less than for the SICE website, about two percent if one uses visits as the indicator and one percent if one uses hits as an indicator. Of course, the WTO website is far larger and has much more utilisation. In terms of broad usage it would be more comparable to compare the use of the entire ITC website with the WTO website and this is done in another report in the Evaluation. The point here is simply to indicate rough orders of magnitude of the utilisation of websites that are used as sources of information about the trading system.

The conclusion that can be drawn is that the World [Tr@de](#) Net website is used by members in the World [Tr@de](#) Net as a source of reference materials, but it has not yet developed a broader audience as a source of information about the trading system. This needs to be considered in efforts to strengthen the network in the future.

<sup>21</sup> World Trade Net has 4,206 visits in 'Top Pages' category and 4,292 visits in 'Top Directories' category in January 2005 in terms of Web usage statistics

<sup>22</sup> World Trade Net has 4,932 visits in 'Top Pages' category and 5,148 visits in 'Top Directories' category in March 2005 in terms of Web usage statistics

The members of World Tr@de Net do not seem to use the Website very actively for posting messages or sharing information. The Members Forum page has few postings and only 17 registered members.

The next section reports the results of the survey of network partners.

### **Results of the Survey of Partners**

The distribution of the e-questionnaire was discussed above in the section on Methodology. As was indicated the response rate was 35 percent or 18 out of 51 partners surveyed with repeated circulation of the questionnaire. This is very good response for an e-questionnaire sent to a target audience, but it seems low for a group of active network partners of ITC.

We did receive the following response from one of the focal points in the network explaining why they did not complete the e-questionnaire on World Tr@de Net.

“We received your on-line evaluation. However, we would like to point out that we are focal point of the network and coordinator on the level of [omitted] and as such, we do not take part directly in the manifestations of World Tr@de Net. We support the network for the selection of the participants. We facilitate the contacts and the preparation of their participation.

We also prepare the meetings in [omitted] at the request of the network. Our position does not enable us to answer the evaluation questionnaire which is more addressed to the participants in the meetings.

We are at your disposal for any other additional information.”

The relatively low response rate of network partners and the response received above are indicators that some of the partners in the network are relatively passive. This is confirmed by interviews with selected focal points. Some focal points are very active and see that they have a proactive role in developing the network, while others tend to be reactive, simply facilitating the communication of information to the local network.

Among the 18 respondents, who can be presumed to be the more active participants in World Tr@de Net, 17 answered questions about the functioning of the local network and indicated that the local network was active in their country. Among these 17, there is considerable variation in how local networks function. Seven of the respondents indicated that the network had frequent meetings, six indicated that the network had infrequent meetings and four indicated that network relied upon email and internet contact.

The products of ITC and World Tr@de Net are well regarded by the active participants in the network. The responses to the attached questionnaire indicate that the publications and the newsletter are considered useful and are used. Furthermore, more than 90 percent respondents use the World Tr@de Net website as a source of information about the Multilateral Trading System.

Similarly the workshops organised by ITC are considered to be of high quality and useful. More than 90 percent of the respondents rated the workshops as excellent or good in

terms of the quality of the organisation and the quality of the speakers. The workshops are also considered useful sources of knowledge about the multilateral trading system and a useful source of contacts.

### **Summary Review of World Tr@de Net**

The World Tr@de Net has established a viable network to provide for information to, and exchange among its, members. The focal points seem to be reasonably effective at providing information exchange within their local networks, but there seems to be considerable variation in this among WTN members in the level and kinds of activities in their local networks.

### **Evaluation Criteria**

#### *Relevance*

Rating: 4

The World Tr@de Net activity and associated products are highly relevant to ITC objectives of supporting “business understanding of, and participation in, the multilateral trading system.” The individual publications and the newsletter contain subject matter that is highly relevant to business interests in the multilateral trading system. The only challenge to relevance is that business interest in the trading system in many countries tends to fluctuate in response to specific issues such as the ending of textile quotas or the progress or lack thereof in global negotiations. Overall the effect of the implementation of the WTO has been to increase sharply the involvement of developing countries in the trading system and increased the relevance of developments in the WTO for the business communities in developing countries, but the process of interacting nationally, regionally and globally in business-government dialogue and business advocacy related to the Multilateral Trading System remains an emerging phenomenon in many developing countries. Both the WTO and UNCTAD see ITC role in supporting private sector understanding of the trading rules as complementary to their own capacity building initiatives for the public sector.

#### *Efficiency*

Rating: 3

The activities of the World Tr@de Net are well organized and well presented. The activity seems to be relatively cost-effective for the limited resources employed. The previous evaluation concluded strongly that the World Tr@de Net is highly cost-effective. The Evaluation is inclined to concur with the previous evaluation, but more information needs to be developed on the costs of particular activities. The quality of the publications is good and they are of utility for both business people and for government officials. One of the positive aspects of the publications and newsletters of ITC on trading system is that they are regarded as relatively neutral and objective.

The local networks of World Tr@de Net are functioning well in a number of countries. Even in countries where the local networks are less active, it seems that information is being passed along to the participants in the local networks.

*Effectiveness*

Rating: 2.5

The materials and information provided by World Tr@de Net are well regarded, but the dissemination of the materials in beneficiary countries seems to be limited in some cases. The participation of the focal points in the network in many of the partner countries is not that active, as indicated by the relatively low response to the e-questionnaire and by selected interviews with focal points. In some countries, the focal points are active and there seem to be functioning effective local networks both within the country and on a regional basis. Thus, there is significant variation in the effectiveness of the focal points and their degree of ownership of, and commitment to, the network.

ITC World Tr@de Net website is functional and well presented with convenient access to a range of ITC materials and products, but it has not become established as major and current source of information about the trading system.

*Impact*

Rating: 2.5

It is difficult to judge impact based on the information available from the country studies and other sources. Undoubtedly the information provided and disseminated through World Tr@de Net has contributed to better understanding of business and development perspectives on, and understanding of the trading system. Although there is variation in the level of activity of networks at the country level, information is being exchanged through the network. More could be done to stimulate exchange within the network. Providing more information on a timely basis could help to broaden interest in World Tr@de Net and increase the utilisation of the in-country networks.

*Sustainability*

Rating: Not applicable

The sustainability of the network continues to depend upon ITC supporting the network. The Partners in the Network offer leverage to ITC, but the viability of the network depends on ITC support and services.

**Conclusions and Recommendations**

Combined with Business for Development below.

## 1.3 Business for Development

### Background

#### *Objective*

The Business Advisory Services Programme is described in the *Business Plan 2003-2005* and in addition to the quotation cited above for World Tr@de Net there is the following quotation:

‘During the first half of 2003, priority will be given to promoting business advocacy through the Business for Cancun series.’<sup>23</sup>

The Business Plan 2004-2006 states:

‘During 2004, priority will be given to strengthening business advocacy through implementation of the *Business for Development* series.’<sup>24</sup>

#### *Overview*

The Business for Development program originated as the Business for Cancun, which involved a series of Fora to support better understanding of the issues involved in the Doha Development Agenda in the private sector in Developing Countries. The purpose of these fora was to promote dialogue among the private sector and between the private sector and the public sector in a regional context about key issues in the multilateral trading system and the Doha Development Agenda. The Business for Development regional fora were organised in March 2004 in Nairobi, Kenya, in May 2004 in Sofia, Bulgaria for the Commonwealth of Independent States (CIS) and Central and Eastern European countries, in June 2004 in Rio de Janeiro, Brazil, for Latin America and the Caribbean, in October 2004 in Manila, The Philippines and in December 2004.

#### *Budget*

The following information was collected from the projects portal of ITC.

### **Business for Development Sample Projects’ Review 2001-2005**

According to ITC Project portal:

*Business for Development* INT/74/01A - Department of Trade Support Services; Source of funds: ITC Bilateral donors Trust Funds; Donor(s): United States of America (USA), Department of State.

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<sup>23</sup> ITC, *ITC Business Plan 2003-2005*, p. 6. Note that the Business for Cancun series was the first such programme for ITC and that Business for Development continues the concept.

<sup>24</sup> ITC, *ITC Business Plan 2004-2006*, p.7.

Project value (in USD without Support Costs):

Year	Total
2004	424,830
2005	194,638
Total	619,468

*Business for development programme* INT/W7/04A; Department of Trade Support Services;  
Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-7).

Project value (in USD without Support Costs):

Year	Total
2004	131,173
2005	179
Total	131,352

Brief description: ITC's "Business for Development" initiative wishes to promote the basic objective of the Doha Declaration which has placed economic development at the heart of the Work Programme. This purpose, however, cannot be achieved without the strengthening of the multilateral trading system and the closer integration of the developing countries into it. Therefore, the initiative wishes to make a contribution to the urgent revival of the WTO negotiations.

The "Business for Development" initiative wants to achieve its objective through the conduct of regional meetings in Southern and East Africa, West Africa, Asia, Latin America and the Caribbean and Central and Eastern Europe. This specific budget INT/W7/04 focuses on Western and Central African countries. Country teams consisting of two business leaders and one government strategy maker will be invited to the events. The agenda of the meetings will be adapted to the specific priorities and concerns of business in the concerned region, including regional and bilateral aspects of trade relations. All meetings will address the most important outstanding issues in the Doha Development Round, review the basic position taken by countries in the region from a business point of view; provide a platform to voice specific interests of business in resuming the talks and strengthening the Multilateral Trade System.

## Characteristics

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<b>Types of Deliverables:</b>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Workshops</li> <li>• Advisory services</li> <li>• Seminars</li> </ul>
<b>Channel of Delivery:</b>	Global
<b>Geographic Focus:</b>	Covers all regions of ITC beneficiary countries

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## Evaluation Methodology

Evaluation methods included the following:

- Desk study of ITC documents;
- Interviews of ITC staff;
- Participation by an Evaluator in the Rio de Janeiro Business for Development workshop in June 2004;
- Review of the presentations, materials and participation in the workshops;
- E-questionnaire of participants in the Business For Development workshop in Rio de Janeiro; and
- Interviews with participants and stakeholders.

The materials, agendas and participants lists for all the Business for Development Seminars in 2004 were reviewed in order to assess the relevance of the materials and the level and range of the participation.

In the case of the Business for Development workshop in Rio, a member of the Evaluation team attended the workshop and interviewed some of the participants. An e-questionnaire was sent to the participants in the Rio de Janeiro Workshop. The e-survey was sent to 49 participants who were not with international organisations. The e-questionnaire was administered in three languages, English, Spanish and Portuguese reflecting the languages of the participants. A response was obtained from 14 participants representing a 29 percent response rate. (The response rate is higher since four surveys were returned due to errors in the email addresses which could not be rectified.) The survey was administered three times. The group responding to the e-questionnaire includes participants from the Caribbean and different sub-regions of Latin America. Thus the group responding to the survey is broadly representative of participants throughout the region.

## Analysis and Findings

### *Review of the Rio de Janeiro Workshop*

The Rio de Janeiro workshop was well organized and well presented. The speakers' presentations, and the materials circulated were of good quality and there was sufficient opportunity for dialogue and discussion. The level of participation was good, both in terms

of the mix of participants and the level of discussion. The session demonstrated a high level of public-private sector networking and policy dialogue.

### ***Review of the Survey of Participants***

The electronic survey of the participants confirms that the Business Development seminar in Rio was well regarded and well received. Among those who responded to the survey, the perception of the Business for Development Seminar was very positive. Of course there may be selection bias, with those with a positive view being more likely to respond the e-questionnaire.

More than 90 percent of respondents indicated that the workshops provided high quality materials, provided good opportunities for discussion and dialogue, and provided useful information of relevance to their work and interests. More than 90 percent of respondents indicated that they made useful new contacts in their region and indicated that they would like to obtain more information about trade issues and would like to participate in other activities of the ITC.

### ***Publications***

Please see Table 2 for World Trade Net.

### ***Evaluation Criteria***

#### *Relevance*

Rating: 4

The topics covered in the regional fora are of direct relevance to business interests in the trading system and the ongoing negotiations in the Doha Development Agenda. This is confirmed by the review of the materials distributed at the conference and the agendas from the conferences, from participation in one of the workshops and from the results of the e-questionnaire. The relatively good level of participation reflects that it is considered relevant by the participants who are busy in their business affairs.

#### *Efficiency*

Rating: 4

The regional fora are well organised and the participation in the Business for Development workshops during 2004 has been good. The quality of the presentations has been high at least for the activities that have been sampled. The quality of the discussion and dialogue is good, and these fora provide an excellent opportunity for private-public sector dialogue about issues in the trading system. The Evaluation has examined the relative costs of organising workshops, seminars and training sessions in different locations and these regional workshops while expensive are relatively cost effective.

#### *Effectiveness*

Rating: 4

The participation in the workshops has been good and a good mix of business leaders and policy-makers has been involved in the workshops. This workshop series complements the virtual networking in World Tr@de Net and contributes to both building awareness

and to public-private sector dialogue. The Business for Development Workshops are clearly achieving their intended results in facilitating public-private sector dialogue about issues in the Multilateral Trading System.

### *Impact*

#### Rating 3

It is difficult to measure the impact of the Business for Development workshops in a development context, but they are achieving the intended results of supporting and facilitating business-government dialogue about current issues in the Multilateral Trading System and the Doha Development Agenda. Clearly they are informing the business communities in different regions of the world about issues in the multilateral trading system and the forums are stimulating business and government dialogue, but it is difficult to gauge the overall impact of this dialogue. From the response of the participants to the survey and from interviews with participants, the Evaluation have evidence that a significant number of the participants have translated or intend to translate participation in the seminars into future steps including acquiring more information and engaging in ongoing public private networking activities.

### *Sustainability*

#### Rating Not Applicable

Clearly donor support is necessary for ITC to sustain this type of activity. Contributions are coming from private sector organisations in the form of their participation so there is a measure of ownership of the activity by the participants, but donor support and ITC presence are needed to ensure the maintenance of this type of activity.

### ***Comparative Advantage***

Although ITC traditionally did not work on trade policy issues, over the last decade since the conclusion of the Uruguay Round and the establishment of the WTO, ITC has been involved actively in providing briefing, training and other background information aimed at the private sector in beneficiary countries about the Multilateral Trading System. With World Tr@de Net and Business for Development, ITC has developed an effective approach to networking for the private sector on issues in the Multilateral Trading System. In this activity, ITC has a well defined role distinct from the roles of the two parent organisations, the WTO and UNCTAD. ITC can draw on their contacts with the WTO and UNCTAD as sources of information and to obtain support for some of the activities. Both the WTO and UNCTAD actively support World Tr@de Net and Business for Development and have provided senior officials for the Business for Development Workshops during 2004. This support from the WTO and UNCTAD has contributed to the quality and effectiveness of the workshops.

Beyond the Geneva-based international organisations, ITC is quite unique among international organisations and development agencies in developing a private sector network focussed on the issues in the Multilateral Trading System. ITC has a clear comparative advantage in the World Tr@de Net activity involving the private sector in developing countries. In terms of potential rivals, ITC is not likely to be challenged by the WTO or UNCTAD in the public-private sector networking. The potential challenges to ITC could

come from new specialist organisations such as the Agency for International Trade Information and Co-operation and the Advisory Centre on WTO Law. Also the International Centre for Trade and Sustainable Development is a very dynamic Non-Governmental Organisation which provides up to date information on developments in the Multilateral Trading System.

The ITC has a comparative advantage in working with business associations in beneficiary countries, has an excellent capacity in organising meetings, and can draw on its contacts with the WTO and UNCTAD to prepare excellent workshops on issues in the Multilateral Trading System. ITC is a good and reliable if somewhat anodyne source of information about the trading system and it has a comparative advantage in having created the global network of private sector participants in more than 50 countries. However other organisations could prove more adept than ITC at creating lively virtual communities. ITC needs to strengthen and to make the World Tr@de Net network more dynamic and create a more vital virtual community if World Tr@de Net is to sustain its comparative advantage.

## **Conclusions and Recommendations**

### ***Conclusions***

Although the interventions of World Tr@de Net and Business Development have been evaluated separately, this is simply for the purpose of assessing the different modes of delivery. World Tr@de Net and Business Development are the different modalities to support one network. Business for Development could not work as well as it does without drawing on the network of World Tr@de Net and the workshops in Business for Development serve to revitalise the network for World Tr@de Net. For the purposes of building a network, virtual interactions and face-to-face meetings are complementary.

## 1.4 Standards and Quality Management

### Background

#### *Objective*

Business Advisory Services Programme is described in the Business Plan 2003-2005 as follows:

‘At the same time, the Business Advisory Services programme will seek to strengthen the capacities of the national trade support network in key areas of international trade and competitiveness, specifically:

- Standards and quality management;
- Export packaging;
- Trade finance;
- Legal aspects of international trade;
- Enterprise competitiveness;
- Business implications of the multilateral trading system; and
- Efficiency of the trade support infrastructure.

The approach will continue to focus on assisting partner organisations to raise the quality of their support to the business sector and develop their service delivery capacities. For each business advisory area, a standard methodology for assessing the current situation in a country or region will facilitate needs assessment. A variety of ‘off-the-shelf’ products and tools will stand ready for immediate use and adaptation in a given context, selected and adopted according to the initial needs assessment. Each business advisory area provides specialized information (including tools), training and ‘best practice’ advice to partner institutions and partner networks.’

#### *Overview*

#### *Summary of Standards and Quality Management Issues*

The Standards and Quality Management programme addresses quality related needs of exporters in developing countries and economies in transition and concentrates on institutional and capacity development in the export quality management field.

The Standards and Quality Management programme aims:

- to support enterprises to meet standards, technical regulations and sanitary and phytosanitary measures in their export markets;
- to strengthen the capacities of organisations dealing with Standardization, Quality Assurance, Accreditation and Metrology (SQAM) to provide services to enterprises.

The programme achieves its objectives through a variety of products and tools. They are provided directly to interested parties in developing countries and economies in transition or in the context of projects implemented by ITC.

It provides, overall, the following services and tools:

- **Capacity building** of organisations dealing with SQAM. The capacity of SQAM organisations is enhanced through technical assistance in specific projects. National enquiry points for TBT have been strengthened in seven African countries under the Joint Integrated Technical Assistance Programme, through provision of Information Technology equipment, training and advisory missions. The Food and Environmental Control Laboratories of the Abu Dhabi Municipality were accredited by the United Kingdom Accreditation Service under a Funds-in-Trust project. Organisations dealing with SQAM in several Central Asian CIS countries will be assisted to enable them to meet international requirements.
- **Diagnosis/Road Map for SQAM infrastructure at national level.** A profile of the SQAM infrastructure is established in a specific country and a gap analysis is carried out taking account of the needs of exporters for standards and conformity assessment. This enables the design of a road map for development of the SQAM infrastructure at national level.  
A needs assessment for SQAM was carried out in four countries under the project on “Integrating Central Asian CIS Member Countries into the Multilateral Trading System
- National adaptation of **Export Quality Management: An Answer Book for Small and Medium-sized Exporters.** This guide provides SME managers in developing countries and transition economies with answers in simple language to their most frequently asked questions on standards and conformity assessment. The book is based on the questions most frequently asked by the SMEs surveyed for the purpose of this book in various developing countries. The questions address issues such as technical regulations and standards, product certification, testing, metrology, quality management, ISO<sup>25</sup> 9001, ISO 14000, Hazard Analysis and Critical Control Point (HACCP), accreditation and the Agreements on TBT and SPS.
- **Replies to technical enquiries** (referral service). Where possible, replies are given to technical enquiries. Otherwise, the person submitting an enquiry is referred to partner organisations such as National Standards Bodies.
- **Training packs** on TBT/SPS (Technical Barriers to Trade and Sanitary and Phyto-sanitary Measures). The objective of this training pack is to create an informed awareness within the business and public sectors of developing countries, of the steps taken by country members of WTO to encourage free and fair trade at international level and minimize the implementation of technical regulations by countries, which could result in barriers to such trade. These steps were formalized in, amongst others, the Agreement on Technical Barriers to Trade and the Agreement on Sanitary and Phyto-sanitary Measures.
- **ISO 9001 Fitness Checker** gives an overview of the requirements of the standard, of certification to that standard, and of the processes involved for an enterprise by taking it through the requirements in a step-by-step manner. The tool simultaneously helps to determine the status of an enterprise vis-à-vis those requirements, and therefore helps to identify the main areas for improvement on a company’s path to ISO 9001:2000 certification.

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<sup>25</sup> International Organisation for Standardization

The questions are organized in 11 "folders", each covering a particular aspect of an enterprise's journey to certification or registration to ISO 9001. The assessment can be split into consecutive sessions, and the file can be saved and continued from where one left off in the previous session.

Direct assistance to enterprises and laboratories. A number of enterprises were assisted in the area of ISO 9000 and Hazard Analysis and Critical Control Point in Bolivia. Several laboratories in some CIS Central Asian countries will be assisted to enable them to meet international requirements.

Information about Standards, Quality Management and related issues is provided through publications, including Export Quality Bulletins. The latter is distributed freely to organizations in developing and transition economies and can be downloaded from ITC website.

## Budget

### *Standards and Quality Management Sample Projects' Review 2001-2005*

According to ITC Project portal:

Programme development activities: export quality bulletins INT/W3/93A - Responsible section: DTSS/BAS; Source of funds: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-3);

Project value (in USD without Support Costs):

Year	Total
2003	11,651
2004	0
Total	11,651

Brief description: preparation of Export Quality Bulletins.

Expert meetings: Workshop on business implications for the private sector in Africa of the WTO agreement on TBT 17-19 January 2005 INT/W5/22A - Status: OP; Responsible section: DTSS/BAS; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-5);

Project value (in USD without Support Costs):

Year	Total
2004	30,258
2005	49,388
Total	79,646

Brief description: A workshop was organised, jointly with the African Regional Organisation for Standardization for representatives from national standards bodies and the business sector from the following countries:

Egypt, Ethiopia, Ghana, Kenya, Libya, Malawi, Mauritius, Nigeria, Rwanda, Sudan, Tanzania and Uganda on "The WTO Agreement on TBT: A Business Perspective".

Expert meetings: Meeting international standards INT/W5/23A; Responsible section: DTSS/BAS; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-5);

Project value (in USD without Support Costs):

Year	Total
2005	22,783
Total	22,783

Review of the role and organisational structure of the Mauritius Standards Bureau MAR/55/01A - Status: OP; Responsible section: DTSS/BAS; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Mauritius;

Project value (in USD without Support Costs):

Year	Total
2004	22,680
Total	22,680

Brief description: the main objective of the project is to review the structure of the Mauritius Standards Bureau and consider the possibility of "privatizing" its commercial activities with a view to make it more effective and efficient.

### Characteristics

<b>Types of Deliverables:</b>	Tools, advisory, training services: <ul style="list-style-type: none"> <li>• Diagnosis/Road Map for SQAM infrastructure at national level Advisory, training services:</li> <li>• Capacity building of organisations dealing with SQAM</li> <li>• Replies to technical enquiries (referral service)</li> </ul>
<b>Tool:</b>	<ul style="list-style-type: none"> <li>• National adaptation of Export Quality Management: An Answer Book for Small and Medium-sized Exporters</li> <li>• Training packs on TBT/SPS</li> <li>• ISO 9001 Fitness Checker</li> </ul>
<b>Channel of Delivery:</b>	<ul style="list-style-type: none"> <li>• Global</li> <li>• JITAP and Integrated Framework</li> <li>• Country</li> </ul>

<b>Geographic Focus:</b>	• Global as well as country
<b>Beneficiaries:</b>	Intermediaries and end-users.

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### Evaluation Methods

The evaluation methods included:

- Desk study of publications and ITC documents;
- Interviews of ITC staff;
- Review of the TRTA data base for TBT and SPS projects;
- Review of Country studies conducted for the Evaluation;
- Interviews of ITC development partners in donors and other international organisations; and
- E-questionnaire of partner organisations that are networked with Standards and Quality Management.

There were particular challenges with evaluating the interventions of Standards and Quality Management because apart from the products in the form of bulletins and publications, the interventions are small and there is only limited overlap with the countries included in the country studies in the Evaluation. Some countries that were included in the country sample because they had project entries for Standards and Quality Management were found to be very small interventions that did not lend themselves to evaluation.

Interviews with development partners and donors provided additional insights into the Standards and Quality management activities and products of ITC.

### Analysis and Findings

#### *Publications*

The publications from the Standards and Quality Management Section have been reviewed and they are very competent. They are relevant both to enterprises that wish to improve the capacity for standards and quality management and for institutions involved in the standards infrastructure in beneficiary countries. Publications are an important aspect of the Standards and Quality program and the publications are well regarded.

**Table 5: ITC E-Shop Sales Statistics (2004)**

(Values in USD)

Product Group	Product Code	Product Name	Qty	Gross Sales
	21384	Export Quality Management: Resource Material for Training	2	54.17
PUBLICATIONS	25551	Export Quality Management: An Answer Book for Small and Me- dium Enterprises	3	77.47

**Table 6: ITC E-Shop (1 Quarter 2005)**

(Values in USD)

Titled	Title	Year	Lan	Total/ SALES	eShop /QTY	eFree /QTY	Total /QTY
21197	North American Market for Fresh Fruits and Vegetables: Import Regulations and Quality Requirements	1999	EN	30.00	1	1	2
21384	Export Quality Management: Resource Material for Training Activities	1999	EN			3	3
25551	Export Quality Management: An Answer Book for Small and Medium-Sized Exporters.	2001	EN	120.00	3	163	166
28400	World Directory of Information Sources on Standards, Conformity Assessment, Accr	2003	EN	120.00	3	30	33
29141	Influencing and Meeting International Standards: Challenges for Developing Count	2003	EN	200.00	7	52	59
29925	Road Map for Quality: Guidelines for the Review of the Standardization, Quality	2004	EN	30.00	1	2	3
30790	Influencing and Meeting International Standards: Challenges for Developing Count	2004	EN	150.00	6	462	468

***Evaluation Criteria****Relevance*

## Rating 4

The provision of technical assistance and training to developing countries on standards and quality management is of direct and clear relevance to the economic and export interests of beneficiary countries. Many countries have indicated a high priority for improving export quality in their economic development strategies and the provision of TRTA for SPS and TBT is the fastest growing component of TRTA.

*Efficiency*

## Rating 4

The quality of the publications and outputs related to Standards and Quality Management is good.

*Effectiveness*

## Rating 3

The ITC publications and tools on standards and quality management are of high quality and are well regarded. More than two thirds of respondents indicated that the publications and tools of ITC were of considerable relevance and use to them. (See the survey results attached.)

*Impact*

## Rating 2

The relatively small activity of ITC on standards and quality management is achieving a good level of quality, but the overall impact is limited and rests upon the dissemination of global products through publications and the internet or through ripple effects from partner institutions.

*Sustainability*

## Rating 2

The ITC has developed a small but effective program on Standards and Quality Management. The program has achieved a measure of sustainability through partnering with other organisations including ISO.

***Comparative Advantage***

The question of the comparative advantage of ITC on standards and quality management is an important one for the simple reason that because developing capacity on standards including both SPS and TBT issues is such a priority for TRTA, many organisations are involved in this field. As the report for the Joint Evaluation, *The TRTA Context*, indicates, TRTA for capacity building on Standards related to both TBT and SPS issues has been an important growth area for TRTA. The Food and Agriculture Organisation is involved in SPS issues and the large bilateral TRTA donors, the European Union and the United States support extensive technical assistance on SPS. The World Bank has extensive programmes related to both SPS and TBT issues. In the field of technical standards at the multilateral level, United Nations Industrial Development Organization (UNIDO) is a significant player on issues related to metrology.

The approach taken by ITC to Standards issues has been very selective and ITC has effectively partnered with ISO and in selected cases with UNIDO in the development of collaborative approaches. ITC has developed a specific niche aimed at helping SMEs to cope with the challenges of meeting standards and supporting the development of the standards related TSIs in beneficiary countries.

***Conclusions and Recommendations***

The Standards and Quality Management program is very effective despite its limited scale. The product area could be expanded through various channels including the programming of new projects. The Standards and Quality Management element is included in the programming of new projects such as the European Union (EU) funded project in Pakistan. This product area should be a priority for ITC due to its relevance to practical market access challenges facing developing countries and due to new requirements in the EU

and US about the traceability of products. Greater effort could be made to find synergies with the International Purchasing and Supply Management (IPSM) and Packaging activities in ITC.

There are a limited number of country specific interventions in the field of Standards and Quality but more are under development. The overall demand for Standards related projects in the fields of both Sanitary and Phytosanitary Measures and in technical standards related to Technical Barriers to trade is strong and the analysis of the TRTA data demonstrates that this is one of the fastest growing components of TRTA.

## 1.5 Export Packaging

### Background

#### *Objective*

Business Advisory Services Programme is described in the Business Plan 2003-2005 as follows:

‘At the same time, the Business Advisory Services programme will seek to strengthen the capacities of the national trade support network in key areas of international trade and competitiveness, specifically:

- Standards and quality management;
- Export packaging;
- Trade finance;
- Legal aspects of international trade;
- Enterprise competitiveness;
- Business implications of the multilateral trading system; and
- Efficiency of the trade support infrastructure.

#### *Overview*

Responding to the impact of globalization in the field of packaging and to the necessity for small and medium-sized enterprises from developing countries and transition economies to comply with the international regulations and standards for their packaging, as well as with target market specifications and requirements on safety, health and environmental protection, and quickly growing competition in domestic and international markets, ITC started to develop practical up-to-date information on export packaging.

The export packaging products of ITC enhance the competitiveness of developing country enterprises through the improved export packaging and upgrade export packaging knowledge and skills amongst exporters and their suppliers of packaging and packaging services.

ITC offers the following services on export packaging for the small and medium sized enterprises:

- systematic dissemination of information on packaging technologies and issues affecting packaging, adapted to the specific needs of developing countries
- train users of packaging and export packaging professionals with up to date handbooks, bulletin and other packaging training tools
- technical assistance to packaging service institutions and trade promotion organisations

In cooperation with partners for developing countries and economies in transition ITC prepares a **modular information kit (PACKit)** about export packaging, to provide SMEs with the practical, hands-on knowledge required for the global market.

The Kit is made up of stand-alone profiles which can be combined in different ways to suit the interests of specific user groups. The modular profiles present packaging information in four categories:

- Products and their packaging needs (P)
- Different packaging materials (A)
- Packaging profiles of exporting countries (Cx) and
- packaging profiles of major target markets/importing countries (Ci)

Every profile can be used on its own and is complementary with all profiles from the other groups. The Kit is of interest to all involved in the export chain, including packaging material producers, packaging users, packaging importers, those involved in physical distribution, insurance and finance, and business associations.

It is also an important tool for use by packaging institutions, trade support providers, specialized consultants, and institutions involved in Research and Development (R&D).

Partners from developing countries/economies in transition were invited to review the PACKit concept, viability and applicability, to discuss and finalise the overall outlines (tables of content) and to validate the approach. They reviewed the PACKIT concept to ensure that it responds to the practical needs and operational requirements of network partners. The PACKit set of modules should be tested, presented and reviewed with Packaging Institutes and other Trade Support Institutions and their networks of members to obtain user feedback. A Two Days duration event is usually organised and managed by ITC PACKit network partner in the country of concern. A theme for the event is usually agreed upon in advance with ITC PACKit network partner, which is usually on one of the profiles' subjects of special interest to their country. Participants to the workshop are mainly private sector exporting SMEs (packaging users), particularly exporters of the product chosen by the host country, export packaging suppliers.

The workshop objectives are:

- to identify characteristics of the local situation and problems related to export packaging, deficiencies, availability of information and to discuss PACKit as a support tool;
- to provide technical assistance, provide information and help solve problems in the companies visited; this also raises the profile of the partner organisation in the eyes of its members;
- provide technical support to partners through indirect training of their personnel through discussing, participating in the company visits and providing them with information;
- to get acquainted with local export packaging related problems and issues of concern so that in day two workshop, the consultant would be able to use examples and cases and stories and names from the local situation, and can refer to the local context appreciated by the participants;
- and finally to present PACKit as tool that solves or helps to solve the individual problems of companies present at the workshop.

So far ITC has developed 2 exporting country profiles for Latvia and Zimbabwe, 2 importing country profiles for EU and USA and 4 export product profiles for cut flowers, hides and skins, and fresh fruit & vegetables and dried fruit & vegetables.

ITC has published **Guidelines for Safe and Environmentally Acceptable Export Packaging** that focuses on environmental considerations, as well as health and safety aspects of packaging used for foodstuffs. This guide covers main packaging materials, their properties and their application; outlines safe packaging standards; highlights concepts, principles and practices of “eco-packaging” as being applied in certain developed countries; describes the main options available for achievement of environmentally acceptable packaging, referring to Life Cycle Assessment methodology. The annexes cover an overview of the status of packaging and environment in selected developing countries – Colombia, India and Zimbabwe; a questionnaire designed to assist exporters in obtaining packaging information required with respect to a particular export destination; the basic principles of Hazard Analysis and Critical Point system; hazardous substances in sea foods; relevant WTO Agreements and a checklist.

The **manual on packaging design** and manufacture is another publication by ITC and it looks at packaging design from two aspects: structural and graphic. The manual outlines essential factors to be considered when designing a package, provides a detailed overview of techniques and practices related to both structural and graphic aspects, discusses organisation and operation of the packaging function and reviews safety, health and environmental issues.

**Transport packaging fitness checker** is an easy-to-use questionnaire that gives an enterprise the opportunity to run a quick check on their export packaging readiness, in particular their transport (secondary/outer) packaging. This tool helps to identify strengths and weaknesses before entering a foreign market. The checklist takes an enterprise through the six aspects of business management considered crucial to preparing a sound transport package. These aspects relate to the demands of package planning, the product, the material and design, physical distribution, the target market and the exporting market. Each question in the checklist is formulated to be answered as [yes] or [no]. By answering [yes] to a question, the respondent confirms that they have planned that aspect. The tool generates reports giving further information on issues answered.

## **Budget**

The following section reviews briefly the project budgets for the export packaging section.

Export Packaging Sample Projects’ Review 2001-2005

According to ITC Project portal:

*Integrated Export Packaging Information Kit for Developing Countries (PACkit)* - INT/47/75A;

Responsible section: DTSS/BAS; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Netherlands;

Project value (in USD without Support Costs):

Year	Total
2002	134,226
2003	157,628
2004	223,247
2005	237,827
Total	752,928

Brief description: the objective is to provide partner institutions with a set of PACkit information modules, ready to be used by packaging institutions and trade support providers. The Kit is made up of stand-alone profiles which can be combined in different ways to suit the interests of specific user groups. The modular profiles present packaging information in four categories: products and their packaging needs; different packaging materials; target market requirements; and profiles of the packaging industry in developing countries and transition economies.

*Programme development activities: International packaging network* INT/W3/105A - Status: OP; Department of Trade Support Services; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-3);

Project value (in USD without Support Costs):

Year	Total
2005	54,071
Total	54,071

*Programme development activities: integrated export packaging information kit for developing countries: PAcKit* INT/W3/57A; Department of Trade Support Services; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-3);

Project value (in USD without Support Costs):

Year	Total
2001	136,920
2002	1,343
2003	-138
2004	0
Total	138,125

Brief description: to develop a modular information kit to provide SMEs with the practical, hands-on knowledge about export packaging required for the global market. The PACKit modules will present packaging information in four categories: products and their packaging needs, packaging materials, and packaging profiles of both exporting and importing countries (target markets). This pilot project will cover: cut flowers, fresh fruit and vegetables, dried fruit and vegetables, hides and skins; paper and board, and plastics; Latvia and Zimbabwe; European Union and United States of America.

Programme development activities: export packaging bulletins INT/W3/76A; Department of Trade Support Services; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-3);

Project value (in USD without Support Costs):

Year	Total
2002	14,012
2003	1,824
2004	0
Total	15,836

Brief description: the Export Packaging Service has in the past produced a large number of Export Packaging Notes, PACKdata Factsheets and Current Awareness Bulletins. It has now been decided to combine the three packaging publications into a single Export Packaging Bulletin which will complement the PACKit profiles and will be published once every two months. These bulletins will cover subjects ranging for technical, in depth information on various packaging laws and regulations, to bibliographies on specific packaging or packaging related subjects.

Programme Development Activities Field Testing and PACKit Training in Five Asian Countries INT/W3/98A - Status: OP; Responsible section: Department of Trade Support Services; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-3);

Project value (in USD without Support Costs):

Year	Total
2003	55,644
2004	16,545
2005	15,423
Total	87,611

Brief description: to undertake field testing of the PACKit materials by packaging institutions in five Asian Countries (India, Indonesia, Malaysia, Sri Lanka and Thailand). Workshop will be held in acj country and the Institutes will also write the packaging profile for their countries.

## Characteristics

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<b>Types of Deliverables:</b>	Tools, information sources: <ul style="list-style-type: none"> <li>• Modular information kit (PACKit) about export packaging</li> <li>• Guidelines for Safe and Environmentally Acceptable Export Packaging</li> <li>• Manual on packaging design</li> <li>• Training services, advisory and networking:</li> <li>• Meetings/workshops with national packaging institutions and their network members to present the PACKit and get the country feedback</li> </ul>
<b>Tools:</b>	<ul style="list-style-type: none"> <li>• Transport and packaging fitness checker – online questionnaire</li> </ul>
<b>Channel of Delivery:</b>	<ul style="list-style-type: none"> <li>• Global delivery of generic tools and programs and country specific projects:</li> <li>• Publications</li> <li>• National workshops</li> <li>• Website</li> </ul>
<b>Geographic Focus:</b>	Global as well as country
<b>Beneficiaries:</b>	Intermediaries and end-users

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## *Evaluation Methods*

The following evaluation methods were utilised:

- Desk study review of publications and materials;
- Interviews of ITC staff;
- E-questionnaire of ITC partners on packaging, of their utilization of the products;
- A case study of the export packaging activity conducted in Latvia, which was one of the only two countries to have an exporting country profile prepared under the Packit Program;
- Interviews with ITC development partners; and
- Review of country studies conducted by the Evaluation.

The e-questionnaire was administered to a very small network of partners. ITC identified only 13 partners for their work on packaging. An e-questionnaire was administered three times over the period September until December 2004. The response rate was excellent with 7 respondents or more than 50 percent. Nonetheless the overall size of the network is small.

## **Analysis and Findings**

The area of export packaging has been an important product area of ITC for many years because of its practical significance for developing country exporters. Unfortunately the post of Packaging Adviser was vacant for more than two years and there was some significant loss of momentum in the product area.

## *Survey of Partners*

At the present time, ITC is working closely with about 13 partner institutions in beneficiary countries. A survey was conducted of these partner institutions and six responses were

received. This is a very good response rate, but the small number of partners approached is an indicator that ITC is presently working with a narrow range of partners on packaging.

### ***Case Study: PACKit Latvia***

In 2002 there was organized a PACKit presentation/seminar in Latvia. In preparation for that seminar, an exporting country profile for Latvia was written by the Chairman of the Packaging Association of Latvia, who has since become the Chairperson of the Board of Green Dot of Latvia. The seminar was well received and it was attended by representatives of all major packaging related institutions/organisations, as well as representatives from ministries.

During this seminar it was agreed to continue ITC's collaboration with the Latvian Packaging Association and to provide them with the information support, such as PACKit in electronic version, consultant's presentations, as well as select a model company in Latvia for testing the PACKit application.

The Packaging Association, who was the main counterpart for ITC, subsequently underwent senior management changes and both the executive director and the chairman were recently appointed. During the interview the executive director noted that there has been no follow-up of the activities started during the seminar in 2002. Packaging institutions and enterprises in Latvia were not using any of the ITC's products.

The above mentioned Chairperson of the Board of Green Dot of Latvia also recalled that the seminar was a single event that had no further consequences as to wider distribution of PACKit, or any other kind of cooperation with the ITC. The collaboration envisaged at the workshop had not been realised.

### ***Publications***

The publications of Packit and also some of the manuals were reviewed. The publications are clear useful and well presented. They should be useful to new exporters entering targeted export markets for the first time.

The following table presents the sales of publications during 2004 and the sales and distribution of publications during the first quarter of 2005.

**Table 7 ITC E-Shop Sales Statistics (2004)**

(Values in USD)

Product Group	Product Code	Product Name	Qty	Gross Sales
PUBLICATIONS	18447	Manual on the Packaging of Furniture	3	126.00
	21011	Food Packaging: A Reference Book for Trainers	2	81.97
	21199	Dried Herbs and Spices: A Packaging Manual	3	107.30
	21774	Packaging Design: A Practitioner's Manual	2	81.97

**Table 8 ITC E-Shop (1 Quarter 2005)**

(Values in USD)

Titled	Title	Year	Lan	Total/SALES	eShop /QTY	eFree /QTY	Total /QTY
17879	Glossary of Packaging Terms for Developing Countries = Glossaire des termes d'em	1997	EN			4	4
18447	Manual on the Packaging of Furniture	1995	EN	16.00	1	1	2
21011	Food Packaging: A Reference Book for Trainers	1998	EN	20.00	1	11	12
21199	Dried Herbs and Spices: A Packaging Manual	1999	EN			9	9
21774	Packaging Design: A Practitioner's Manual	2000	EN	50.00	1	17	18

The sales while limited, are not low compared to other ITC product areas and may indicate some demand for the information.

### ***Evaluation Criteria***

#### *Relevance*

#### Rating 4

Export packaging is an important aspect of export competitiveness and export readiness for many potential exporters in developing countries and economies in transition. Knowledge of the standards for export packaging and the sourcing of packaging materials at competitive prices can be an important factor in successful exporting. Information about export packaging was identified as a consistent need for new exporters in the survey of the TSIs.

*Efficiency*

## Rating 2

The publications and tools on packaging seem to be of reasonable quality but the publications and activities on packaging have declined in recent years. The publications and tools are well regarded by partner institutions; see the results of the Survey below. However the publications program is now being expanded and updated now that a packaging advisor has been appointed after a gap of two years.

*Effectiveness*

## Rating 1

The reach of the global products and tools is low. Actually the book sales while low are no lower than for some other ITC programmes, but the distribution of products and services through partner institutions is limited. The number of partner institutions working regularly with ITC on packaging is relatively limited.

*Impact*

## Rating 1

The utilisation of ITC products on packaging is low.

*Sustainability*

Not applicable.

***Comparative Advantage***

The provision of information and training about export packaging has been a traditional area of competence for ITC and development partners have recognised this competence for many years. Now this information is available from other sources including from import help desks that are provided in some major high income markets. Certainly the bilateral technical assistance projects that are common in trade development TRTA provide this kind of information and training. However, ITC could maintain and strengthen its traditional competence in this area with a revitalised program and much improved delivery.

**Conclusions and Recommendations**

More needs to be done to improve the dissemination of this global product. The new Packaging Adviser is engaged in revitalising this product area. The individual seems to be energetic and to have a clear program for the development of products and services related to packaging. In future, there could be greater efforts to promote co-operative initiatives with standards and quality management and the international purchasing and supply management programmes since there are increasing requirements in developed country markets to ensure traceability of the supply chain of imported products.

***Recommendations***

The ITC does not normally do evaluations on programmes the size of the export packaging. However, within two years there should be a review of the export packaging products to determine whether the revitalised programme is working with a larger number of part-

ner institutions in beneficiary countries (they need not be exclusively packaging institutions) and is achieving better distribution of its products.

The Packaging Program should explore collaboration with the Standards and Quality Management programme and also with the International Purchasing and Supply Management Section to determine if collaborative projects involving either bundling of products or collaborative training and technical assistance activities can be realised.

## 1.6 Legal Framework for Foreign Trade

### Background

#### *Objective*

Business Advisory Services Programme is described in the Business Plan 2003-2005 as follows:

‘At the same time, the Business Advisory Services programme will seek to strengthen the capacities of the national trade support network in key areas of international trade and competitiveness, specifically:

- Standards and quality management;
- Export packaging;
- Trade finance;
- Legal aspects of international trade;
- Enterprise competitiveness;
- Business implications of the multilateral trading system; and
- Efficiency of the trade support infrastructure.

#### *Overview*

The main objective of ITC’s Legal Aspects of International Trade programme is to provide a better understanding of, and access to, international trade law and practice in the areas of legal information, contract negotiation and dispute resolution. These services are provided by legal experts and institutions from several countries and managed through ITC’s Geneva offices. The programme is intended for business persons and their professional advisers from developing countries and transition economies engaged in export/import operations. ITC also assists Chambers of Commerce, governments, parastatal and regional organisations, in updating their legal framework on international trade.

The following activities are carried out within the framework ITC’s Legal Aspects of International Trade programme:

- *Juris International* - A multi-language (English, French, Spanish) database of essential information on international trade law
- Model international contracts and guides for SMEs - A series of "economically neutral" model international contracts and user guides for small and medium-sized enterprises
- Dispute resolution centres - Assisting new dispute resolution centres in setting up their services and training activities in alternative dispute resolution including arbitration
- Networking of company lawyers and jurists - Assisting trade law professionals in networking
- Legal framework (national and regional) - assistance for Chambers of Commerce, governments and governmental bodies in updating their national legal framework with regard to foreign trade

- Capacity-building - Advanced training seminars on the latest techniques in contract drafting and dispute resolution, international trade law and practice
- International Trade Law Maps

*Juris International* is a multilingual collection (English, Spanish, and French) of legal information on international trade. *Juris International* aims to facilitate and reduce the work involved in research for business lawyers, advisers and in-house counsel, and state organisations in developing and transition economies, by providing access to texts which have often been difficult to obtain. Its objective is to gather a large quantity of basic information at one site (favoring complete legal texts), without the need to send for the information, and consequently without excessive communication costs for users who do not benefit from an efficient and cheap telecommunications network.

*Juris International* is the result of a partnership between the International Trade Centre UNCTAD/WTO - "ITC" (project leader: Jean-François Bourque, Senior Adviser), LexUM of the Center for Research in Public Law at the University of Montreal, Canada (project leader: Professor Daniel Poulin) and Juripole from the University of Nancy, France (project leader: Professor François Jacquot). The partnership became official in November 1998 during the international conference "Partners for development" held in Lyon under the auspices of the United Nations. The arrangement of a partnership between international organisations and institutions from civil society seemed a practical and viable means to attain the objectives of *Juris International*.

In order for the shared work to be effective, the partners developed an internal tool for the management of information from a distance, thus permitting each partner to work simultaneously at enriching the collection and to receive the contributions of multiple collaborators.

*Juris International* has a general collection and a specialized collection. General collection consists of **international legal instruments** such as international conventions and codified rules and common usages of international commerce. Instruments maintaining an international scope are given priority. With a few exceptions, regional instruments have not been taken into account.

The complete text of legal instruments in *Juris International* is provided in three languages when official versions are available or when a translation is given by a government or a state body. In order to give a general view of each instrument and to emphasize its importance to international trade, the text of the instrument is preceded by an introduction or summary by *Juris International*. None of these introductions are official, unless otherwise stated. Some texts do not yet have an introduction: this work is ongoing with the objective of covering all the international legal instruments.

The legal instruments have been registered in the form of databases, which enables the analysis of the global legal situation of a country with regard to these instruments, or to identify instruments ratified by two countries, in the framework of bilateral commercial

negotiations. Reservations formulated by states with regard to certain provisions of the international instruments are either indicated or briefly analyzed.

It is necessary to alert readers to the possibility of errors or omissions, due to the complexity of the analysis of ratifications and reservations, in spite of all due care being exercised. This is why it is strongly recommended to readers to contact directly the depositories of each instrument in order to obtain complete official information. The depositary's name is always given after the title of each instrument.

The section on contracts provides examples of model clauses and drafting guides from public and private organisations, as well as examples of contractual clauses from various sources, in order to help drafters of international contracts. The choices shown do not imply any specific recommendation: they are in response to an identified strong demand for information (survey carried out with export associations of 131 developing and transition countries by ITC in 1998 and 1999). This section needs constant additions. Those institutions and competent persons wishing to contribute to the identification and selection of the most pertinent clauses are invited to contact the project.

Institutions which offer arbitration, conciliation, mediation, or expert services come under section on dispute-resolution centers. Besides a presentation of the functions and services offered by each institution, model clauses as well as regulations are given. As *Juris International* is not in the position to translate model clauses or rules, only those translations provided by the institutions are presented. .

The section on business lawyer associations provides the identification and addresses, sometimes accompanied by a brief presentation, of associations of in-house or commercial lawyers, and business lawyers.

The special collection of *Juris International* provides information on WTO Agreements and Organisation for the Harmonization in Africa of Business Law (OHADA) Law.

The collection of WTO Agreements gives readers access, by way of a simplified index, to key provisions of the WTO Agreements and to explanatory texts especially intended for the business community.

The OHADA collection was realized in collaboration with the OHADA secretariat. It contains complete texts, regulations, and forms of OHADA in all available languages.

An important element of the trading system is the framework of multilateral treaties and agreements.

ITC offers a system, *Lega Carta*, to manage these multilateral trade treaties. In each country, a group of persons (within the Ministry of Trade, the Ministry of Justice or another entity) are trained to monitor and then improve their country's position in connection with the most important multilateral trade treaties that are crucial to their own country's legal environment. *Lega Carta* offers access to web-based tools through a user's name and

password (and where necessary, to locally accessible tools) which are up-dated on a yearly basis. The range of issues covered by *Lega Carta* is as follows:

- Banking, payments and insolvency
- Customs and trade
- Environment
- Illicit trade
- Intellectual property
- International contracts
- International dispute resolution
- Investments
- Law on treaties
- Transport and communications

After an initial training (two or three persons per country) on international trade treaties, international trade organisations, and the *Lega Carta* data base, the system is installed locally (or through web access).

This enables the user to:

- List per category the treaties to which his/her particular country belongs;
- Visualize his/her country's position with regard to other countries in the region;
- Access the full text of all the treaties;
- Access to a summary analysis of each treaty;

Following this, a priority list of treaties that should be ratified is established nationally (*Lega Carta* has rated each treaty but this requires local adaptation) in consideration of local priorities. Then countries are in a position to plan and implement the necessary ratifications (or the incorporation into the national legal framework) of the selected treaties.

The system also enables users to file and monitor data concerning a number of bilateral trade treaties.

As a result a country has the capacity and tools to monitor its own international trade treaties system (it is recommended that *Lega Carta* be hosted within a particular Ministry in order to ensure long-term use).

A country is enabled to improve its international legal trade framework taking into consideration its particular situation and the regional context.

Information on *Lega carta* is available in English and French (in full), and Spanish (partially)

### **Budget**

Legal Framework for Foreign Trade Sample Projects' Review 2001-2005  
According to ITC Project Portal:

*Legal aspects of foreign trade* INT/27/07A- Status: OP; Responsible section: Department of Trade Support Services; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): France;

Project value (in USD without Support Costs):

Year	Total
1997	61,500
1998	219,563
2001	153,831
2002	162,976
2003	165,815
2004	272,171
2005	144,452
Total	1,180,307

Brief description: The project has the following aims:

- Systematic dissemination of legal texts, model contracts, dispute resolution services, etc. on international trade law;
- Designing world-wide model contracts for SMEs where needed;
- Optimizing the role of commercial arbitration centres with particular regard for small disputes;
- Assist efforts in regional harmonisation of trade laws;
- Assist in trade law reform of specific countries where this is urgently required by the business community;
- Advising and helping the national business communities and Governments in updating their ratifications of essential international trade treaties relating to commerce;
- Enabling business lawyers' associations.

Achievements 2004:

- Lega Carta (Multilateral trade Treaties technical assistance data base):
- launched with inter-institutional meeting in Geneva involving the United Nations Commission on International Trade law (UNCITRAL), Hague Conference on private international Law, WTO, International Institute for Unification of Private Law, UNCTAD at the Director Level);
- presented at the JITAP Management meeting (Module 5) in Geneva, and at the World Bank, Multilateral Investment Guaranty Agency and International Centre for Settlement of Investment Disputes institutions in Washington.
- Greatly enhanced data base and multilateral treaties section. Cooperation with various other institutions in progress. Presentation of Lega Carta at the 6th Law and Internet international Conference
- Juris international (trade law website):

- Google N° 1 for international contracts in French, English and Spanish. Expanded readership in Spanish speaking-countries was achieved.
- ITC Model Contractual Joint Venture Contracts published in French and English

*Arbitration and mediation services:* In a first for arbitration and mediation ITC brought together more than 60 directors of centres from 50 developing and developed countries at a symposium on how to strengthen their services, in Chamonix, France (2 to 3 September 2004). In addition to many new centres some of the world's foremost institutions in the field were present, including the International Chamber of Commerce; the International Federation of Commercial Arbitration Institutions; and the UN Commission on International Trade Law. Following the meeting, a network for south-south cooperation has been created and first cooperation projects held concerning the South-African region. 2 new co-publications of the arbitration handbook.

*Finance and arbitration for the Arab countries:* International symposium held with the Tunisian Arbitration Centre (May 2004) with 350 participants from Middle East and Maghreb countries.

*Haiti Business Law Reform:* Work was resumed on finalisation of the General Commercial Law and arbitration sections.

*Regional harmonisation of trade law in the Maghreb:* The strategy for trade law harmonisation was defined with first meeting of experts from Tunisia, Algeria and Morocco (Geneva).

*Programme development activities:* Enhancement of legal databases INT/W3/100A; Department of Trade Support Services; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-3);

Project value (in USD without Support Costs):

Year	Total
2004	59,666
2005	2,281
Total	61,947

**Brief description:** A technical assistance programme to optimize a country's multilateral trade legal framework.

Among the existing 50.000 international agreements that entered into force since the 1880s, some 250 multilateral trade treaties and other instruments have been identified by ITC . Several provide specific advantages to the business community at large or to foreign companies operating in a given country.

*Lega Carta* is a system meant to improve the multilateral trade treaties environment of a given country. Covers the following: Banking, Payments and insolvency; Customs and trade; Environment; Illicit trade; Intellectual property; Contracts; Dispute resolution; Investments; Law of treaties; Transport and communications.

*Lega Carta* enables local users to:

- Access to the treaties' full text and abstracts;
- List per category the treaties to which his/her particular country belongs;
- Visualize his/her country's position with respect to other countries in the region;
- Analyse the country's strengths and weaknesses.

*Lega Carta* is web-based and, where necessary, locally accessible through CD-Roms. Languages: English and French (in full); Spanish (partially).

*Programme development activities: 'E-Commercial Legal Kit'* INT/W3/66A; Department of Trade Support Services; Source of fund: ITC Global Trust Fund Window 1; Donor(s): Global Trust Fund (W1-3);

Project value (in USD without Support Costs):

Year	Total
2001	26,700
2002	51,263
2003	42,292
2004	4,540
2005	0
Total	124,794

Brief description: legal tools related to the developmental and operational phases of e-commerce. Kit comprises a series of "how to" handbooks on the general legal framework, contracting (with some ten models) and case studies. Reference materials are on a separate CD. Templates of power point presentations enable lawyers/trainers to customize presentations according to local circumstances and requirements. Of practical relevance to the network of public and private sector development partners, legal counsel, trainers and public officials wishing to make the necessary legal adjustments for an enabling and secure e-commerce environment.

### Characteristics

<b>Types of Deliverables:</b>	<ul style="list-style-type: none"> <li>• Tools, information sources, advisory and the websites: Juris International and Lega Carta</li> <li>• Seminars</li> <li>• Development of the Network of Arbitration Centres</li> </ul>
<b>Channel of Delivery:</b>	<ul style="list-style-type: none"> <li>• Global: Websites,</li> <li>• Tools</li> <li>• Networks</li> </ul>
<b>Geographic Focus:</b>	Global

**Beneficiaries:** Intermediaries and end-users

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### **Evaluation Methods**

The evaluation methods included:

- Desk study of documentation and publications
- Interviews of ITC staff
- Review of websites and materials
- Web searches
- Participation in the Chamonix Workshop for arbitration centres

### **Analysis and Findings**

#### Review of Key Activities

The arbitration handbook has been published and translated by arbitration/mediation institutions in the following countries: Bangladesh, Bolivia, Croatia, Egypt, Mexico, the Philippines, Vietnam, India (3 languages), Mongolia. Currently it is being translated in: Cameroon, Argentina, and Ethiopia. This is a measure of the recognition of value by the partners of the value of the materials.

The Chamonix Symposium is evaluated separately below, but the development of a network among arbitration centres for exchanging requests and offers of technical assistance seems to be underway. It is proposed to be the world's forum of managers of arbitration centres with special focus on fledgling arbitration services; technical assistance (especially south-south) on capacity-building and on setting-up specific services (e.g. a mediation service).

As is noted above the *Juris International* website contains very valuable materials and is a leading if not the world's foremost world's foremost data base on model contracts, all OHADA Laws, WTO agreements accessible through simplified index. It is free and accessible on the internet, and in addition some 5000 cd-roms have been distributed mainly to lawyers involved with business law and in-house counsel in developing countries. Although the website is very useful, due to the poor quality of internet access in many developing countries the distribution of cd-roms is also very useful. In conjunction with *Juris International* the development of model contracts and agreements which has done based on international survey of needs, and with the pro-bono participation of up to 40 lawyers from as many countries.

These products include:

- ITC Model Contract for the international sale of perishable goods
- ITC Models Contracts for the publishing and printing industry
- ITC Contractual Joint Venture Model Contract
- ITC Incorporated Joint Venture Model Contract

#### Publications

The ITC legal publications are competent and seem well geared to the needs of business people in developing countries. As the following data indicate, sales of publications are limited, but more publications are distributed than sold.

**Table 9 ITC E-Shop Sales Statistics (2004)**

(Values in USD)

Product Group	Product Code	Product Name	Qty	Gross Sales
	21317	International Commercial Sale of Perishable Goods: Model Contract and Users' Guide	1	60.00
	29202	ITC Contractual Joint Venture Model Agreements	3	112.00

**Table 10: ITC E-Shop (1 Quarter 2005)**

(Values in USD)

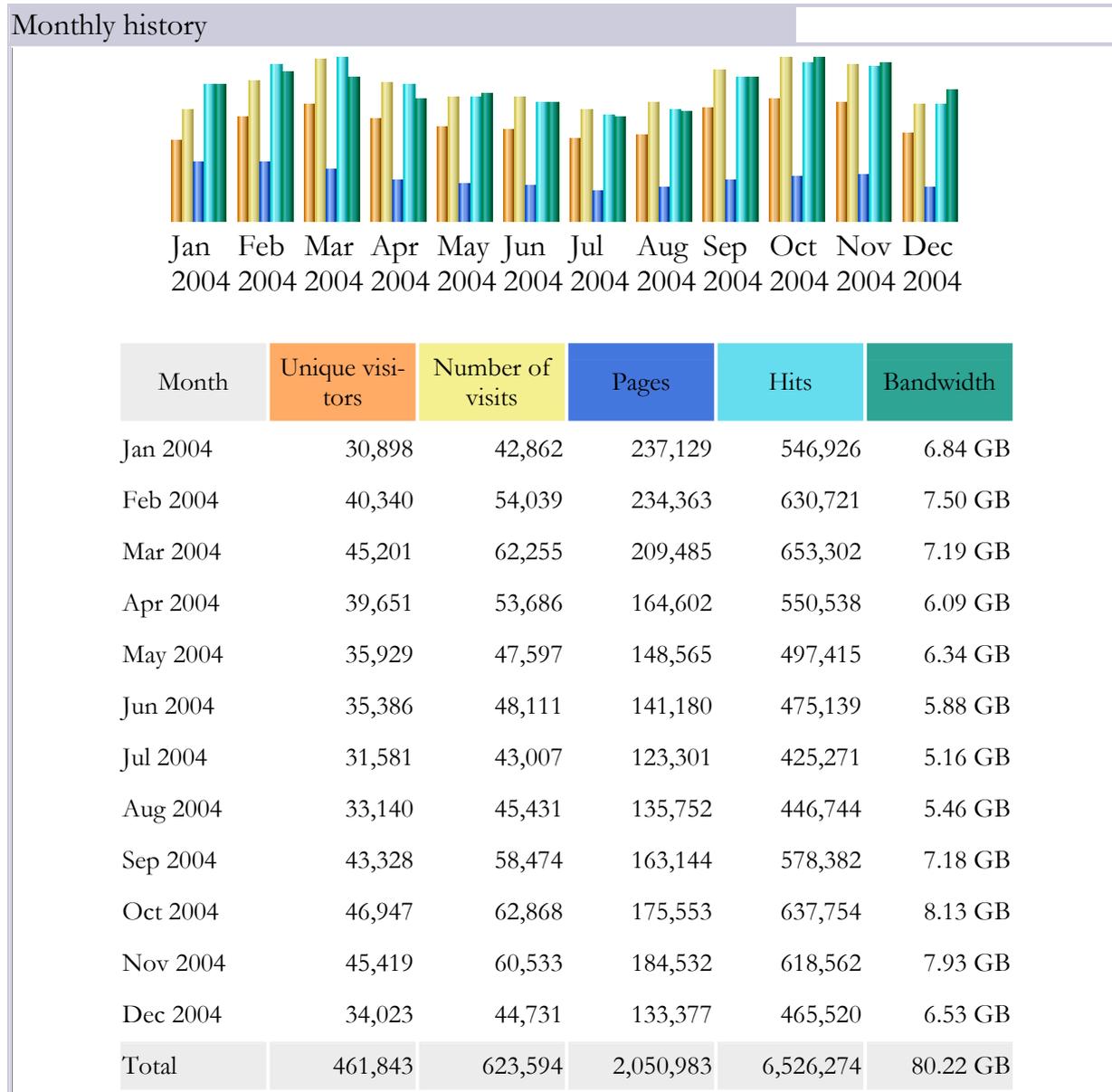
Titled	Title	Year	Lan	Total/ SALES	eShop /QTY	eFree /QTY	Total /QTY
20466	Readings in International Business Negotiations	1997	EN			15	15
20752	Lectures sur les négociations commerciales internationales	1997	FR			2	2
21317	International Commercial Sale of Perishable Goods: Model Contract and Users' Guide	1999	EN	50.00	1	5	6
21936	Arbitration and Alternative Dispute Resolution: How to Settle International Busi	2001	EN			12	12
25872	Financements et garanties dans le commerce international: guide juridique	2002	FR	75.00	1	31	32
28796	Trade Finance: A Legal Guide for Cross-Border Transactions	2003	EN			16	16
29202	ITC Contractual Joint Venture Model Agreements	2004	EN	50.00	1	22	23

### ***Internet Usage and Distribution***

The websites for *Juris International* and *Lega Carta* were reviewed. They are accessible and user friendly sites. The *Lega Carta* is new and experimental. The *Juris International*, which is developed with partners, the University of Montreal and the University of Nancy, has established itself with reasonably good internet usage see below. In addition, *Juris International*, has established itself as a reference source in the Internet. Consistently, over several months a search on Google in English for international contracts and in French for a “contrat international” produces either a number one ranking in English or in the top five

in French. In the Yahoo search, “model international contracts” produced *Juris International* as the second listing after the International Chamber of Commerce.

**Box 2. Website hits**



Evaluation Criteria

Chamonix Workshop for Arbitration Centres

*Relevance*

Rating 3

Highly relevant; well before the conference ended participants were requesting that ITC organize such a conference each year. There was substantial discussion among participants – both delegates and presenters and the participants had broad agreement that this was a unique networking opportunity. There was a consensus that there was a need for a network of arbitration centres. In particular, the arbitration centres from developing

countries identified potential benefits to them from the sharing of experience among a network of arbitration centres.

#### *Efficiency*

Rating 4

The seminar was well organized, activities started and ended on time; hand-out material was useful and sufficient for all participants. The participants were also able to deliver their own materials.

#### *Effectiveness*

Rating 3

It is too early to provide an evaluation of whether results will be achieved, but given the nature of the discussions, the conference appears to be achieving two aims at least – developing an informal network among arbitration and mediation centres, and facilitating exchange of experiences and knowledge.

#### *Impact*

Rating Not Applicable

It is too early to assess long-term impact and in particular to determine if the event will lead to the establishment of a viable network.

#### *Sustainability*

Rating Not Applicable

A few weeks after the seminar is too early to assess long-term sustainability, which will depend on ITC's ability to obtain donor funding for such an event, as ITC's operations budget will not cover the costs involved. But the level of interest among the institutions and partners augurs well for the future.

#### Web-based Materials

##### *Relevance*

Rating 4

The information and materials available on the two legal web sites are of clear relevance to international trade. Now the *Juris International* is aimed to support the legal infrastructure of international business transactions while *Lega Carta* is aimed at the legal framework for the international trade and investment treaties. The network to support arbitration centres could make a valuable contribution to improving the international business environments.

##### *Efficiency*

Rating 3.5

The quality of the materials available on both websites is good and the materials are useful. Especially with the more established *Juris International* website model legal materials have been developed at low cost through pro bono activity of lawyers and the web site offers an effective dissemination tool. It is not possible to evaluate *Lega Carta* since it is a relatively new product.

*Effectiveness*

## Rating 3

The legal programme seems to have developed a good and cost-effective model for dissemination of global tools. Furthermore the dissemination seems to be effective. One measure of the dissemination reach is that a Google or Yahoo search finds the *Juris International* website ranked one or two in the world on various legal phrases such as “international contracts”. Another measure of the effectiveness in reaching its audience is the utilisation of the website. The data provided on web site usage indicate there is a reasonably good level of utilisation of the products on the *Juris International* website.

*Impact*

## Rating 3

As a global tool, *Juris International* has good dissemination capacity, but it is difficult to obtain measures of the impact of these tools and how they are being used. The potential impact of these legal tools is difficult to measure, but they are potentially very useful in supporting international trade and business.

*Sustainability*

## Rating 3

By working with a partner institution, in this case the University of Montreal, ITC has leveraged its resources in the provision of the *Juris International* web site and seems to have improved the dissemination capacity.

**Comparative Advantage**

Although the legal framework of international contracts and international business is clearly relevant to the ITC’s mandate for supporting the development of international commerce in beneficiary countries, other players are involved in the support for legal harmonisation or the development of common international commercial instruments. Among the players are the United Nations Commission on International Trade Law and the International Chamber of Commerce Commission of Commercial Law and Practice (ICC-CLP).

The UNCITRAL is focused on the development of international conventions for Commercial Law and the implementation of these conventions into national law. The International Chamber of Commerce through the CLP and its arbitral proceedings is supportive of UNCITRAL but involves a network of lawyers and corporate legal counsel from developed countries who wish to advance the development of common approaches to commercial law with a focus on commercial arrangements among developed countries.

Although both UNCITRAL and the ICC-CLP are much larger players in the development of international commercial conventions and model laws, the Legal Framework program at ITC has been able to identify a specific niche of developing model contracts and commercial agreements that are of practical relevance to legal practitioners and to SMEs in beneficiary countries. The new activity *Lega Carta* draws on an ITC area of strength of providing information about the trading system to the private sector in beneficiary countries.

**Conclusions and Recommendations**

The Legal Framework programme has been innovative and entrepreneurial. The programme has developed some innovative products of relevance to enterprises in beneficiary countries and also has been successful in developing delivery mechanisms.

The development of the network of arbitration centres is an interesting idea, but a review should be undertaken to see if other partners can join in supporting this initiative. Thus, while there seems to be a clear need to develop a network of arbitration centres, the question is whether ITC is the right organisation to do this on its own initiative, should it seek other partners, or should the initiative be transferred to another organisation? While the entrepreneurship of individual programs should be encouraged to explore new products and network opportunities, there needs to be a corporate review process to consider whether longer term commitments should be undertaken.

## 1.7 Executive Forum and Export Strategy

### Background

#### *Objective*

According to ITC Business Plan 2003-2005:

‘One of ITC initiative of growing relevance to Department of Trade Cooperation Co-ordination (DTCC)’s needs assessment and project development activities is the Executive Forum on National Export Strategies, which is coordinated by the Office of the Executive Director. Over the 2003-2005 period, DTCC will endeavour to become more involved in the implementation of the Executive Forum, to increase the field-level application of the ‘best practice’ scenarios and the tools developed under this interregional activity (such as the Secrets of Strategy Template), and to build on the contacts and partnerships established during the various global and regional Executive Forums.’

#### *Overview*

The Executive Forum provides a venue for senior public sector decision-makers and business leaders to debate "best practice" in national export strategy design and management. The debate, which is organized under a partnership between ITC and the State Secretariat for Economic Affairs of Switzerland, is held every September in Montreux, Switzerland (except for 2003 when it was held in Cancun).

The premise of the Executive Forum is that "sustained improvement in export performance relies on the existence of a realistic national export strategy and the capability to manage it". The annual debate endeavors to generate new ideas and solutions and to strengthen the public-private sector partnership in the strategy management process. The Executive Forum network members prepare country papers to support discussions and these materials are published on ITC website.

Executive Forum 1999 took the theme "Redefining Trade Promotion - The Need for a Strategic Response". It was the first Executive Forum on National Export Strategies. It was an innovative experiment in South-South technical cooperation. Leading public sector strategy-makers and business leaders from developing and transition economies met for a debate on the management of export promotion and its contribution to national development. The objective was to develop *best practice* guidelines for designing and managing national export strategy.

Executive Forum 2000 dealt with "Export Development and the Digital Economy". Over 20 national teams, each comprising a senior public-sector planner and a leading representative of the business world, participated in the Executive Forum 2000 debate. The purpose was to review the implications for national export strategy of the new electronic age, with emphasis on assessing the impact of e-trade on future export performance. The objective was also to examine best practice from the standpoint of its relevance for developing and transition economies and to explore alternative solutions, when appropriate. Priority was given to ensuring that participants had opportunities to share views and opin-

ions and to learn about other countries' experiences – both successes and failures – and to building a network of senior public-sector decision-makers, business leaders and e-trade specialists.

The debate was supported by a series of research papers contributed by each national team and a number of e-commerce specialists, who donated their time to participate in pre-Executive Forum consultations and the Montreux event itself. To enrich the discussion, both content-wise and geographically, ITC also organized a series of e-discussions that reached some 600 participants from 85 countries. These e-discussions generated wide commentary on e-trade, its opportunities and threats. Furthermore, they contributed to the refinement of ideas and the assessment of strategic options.

The focus of Executive Forum 2001 in Montreux was strategy implementation. The three-day debate, and associated e-discussions organized during the course of the year, dealt with the question "Is your trade support network working?" ITC looked at best practice from the standpoint of:

- Where should national trade support networks focus their efforts?
- How can they satisfy the priority needs of the business community?
- What tools should they use to assess their performance?

Twenty-three (23) teams participated in the Lake Geneva consultation. Following the debate, the majority of the teams developed national models for trade support network and several developed action plans for introducing these models. Specific requests for ITC to facilitate reviews of national strategy and trade support networks were subsequently sent by four (4) national teams. The event was followed by a Regional Executive Forum in Nairobi where eight (8) national teams participated representing public, private and telecommunications sectors.

Executive Forum 2002 focused debate on the theme "Managing Competitive Advantage". Best practice propositions were developed on: creating value through competitive advantage; developing competitive advantage through the implementation of sector-level strategies based on the value chain; adding value through building in-country alliances; projecting competitive advantage through national branding; and confirming competitive advantage through effective monitoring and evaluation systems. Twenty-five 'national strategy' teams debated these 'best practice' propositions in Montreux, Switzerland in September.

The strategy teams came from Asia (10), Latin America and the Caribbean (6), Africa (7), the Middle East (1) and Eastern Europe (1). Based on the best practice scenarios developed since the beginning of the Executive Forum programme (1999), ITC developed the 'process' tool Secrets of Strategy Template. This interactive CD-ROM provides strategymakers with comprehensive guidance on the preparation of national export strategy, covering both sector-level strategies and strategies relating to cross-sectoral support services (trade information, trade finance, quality management, etc.). ITC began piloting the Template in Uganda and Sri Lanka. In keeping with the increasing emphasis given to regional

and national follow-up to the Montreux debate, in November ITC staged the Southern African Regional Executive Forum in Muldersdrift, South Africa.

The debate was organized in conjunction with the Department of Trade and Industry South Africa and the Swiss State Secretariat for Economic Affairs. All members of SADC, plus Madagascar, sent strategy teams to the consultation. National level follow-up is planned in several participating countries.

The Executive Forum's theme in 2003 was Business for Development. The global debate was held in Cancun, as a precursor to the WTO Ministerial Conference. Fifty-four (54) national strategy teams attended a number of which covered their own travel costs. Testing of the strategy design "process tool" - The National Export Strategy Template - was conducted in Sri Lanka, Jamaica, Kenya and St. Lucia. Initial work was completed on the development of accompanying "process tools" on sector-level strategy development and on tourism strategy development. Regional Executive Forums were held in Latin America (Bolivia) and South Eastern Europe (Bulgaria). The respective themes were "Export Strategy in a Changing Business Environment" and "International Competitiveness: A Challenge for Business and Government". The Executive Forum network was extended to more than eighty (80) countries and ITC tools, including the National Export Strategy Template, were introduced to national strategy teams in all these countries.

Twenty (20) teams expressed interest in cooperating with ITC in the development of national export strategies in 2004. Kenya completed the preparation of its first ever national export strategy (based on the Template model) and implementation is now underway. The Template was adjusted on the basis of the testing results. Prototypes on sector-level tools were developed (for refinement in 2004). The Executive Forum "reference centre", which is Web-based, was extended with the inclusion of "best practice" contributions from network members.

Also in 2004, ITC collaborated with the Commonwealth Secretariat and Ministry of Trade and Industry in Trinidad and Tobago, in a forum entitled, "Small States in Transition- From Vulnerability to Competitiveness". This drew together small economies both Small Island Developing States and landlocked small developing economies.

The theme of Executive Forum 2004 was on "Competitiveness through Public-Private Partnership". The Forum examined different approaches to National Export Strategy at the national and sectoral levels and the representatives from different countries compared their experiences and best practice. Approaches to impact measurement were discussed. The Executive Forum drew effectively on the experience of a number of countries including Kenya and St Lucia in the development of National Export Strategies.

A summary of each annual debate is published and is available on ITC website which is also designed to provide a source of reference on "model practice" in export strategy development and to support on-going dialogue and networking among Executive Forum network members.

**Regional Executive Forums** are organized in order to disseminate conclusions and recommendations emanating from the Montreux consultations and to promote implementation of these recommendations at the national level under a public-private sector partnership.

### Budget

Executive Forum Sample Projects' Review 2001-2005

According to ITC Project portal:

*Executive Forum on National Export Strategies – 2001* INT/61/79A- Status: CO; Responsible section: Office of the Executive Director [OED]; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Switzerland.

Project value (in USD without Support Costs):

Year	Total
2001	46,685
2002	39
Total	46,723

Brief description: The Executive Forum's overall objective is to integrate trade development strategy into the national planning and economic development process. It is designed to provide government planners with best practice scenarios for the formulation, implementation and monitoring of national strategy and to strengthen the public-private sector partnership in the strategy management process.

*Executive Forum on National Export Strategies* INT/61/82A; Responsible section: OED; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Switzerland.

Project value (in USD without Support Costs):

Year	Total
2001	439,190
2002	20,817
2003	0
2004	-183
Total	459,823

Brief description: the 2001 Executive Forum concentrated on assessing best practice for the structure and operation of a national trade support network, generating recommendations for the network's participation in the strategy design, implementation and monitoring phases. ITC's first Regional Executive Forum was organized in Nairobi, Kenya for Southern and Eastern African countries.

*Executive Forum on National Export Strategies – 2002* INT/61/83A; Responsible section: OED; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Switzerland.

Project value (in USD without Support Costs):

Year	Total
2002	486,148
2003	-3,729
2004	-130
Total	482,288

**Brief description:** The Executive Forum's overall objective is to integrate trade development strategy into the national planning and economic development process. It is designed to provide government planners with best practice scenarios for the formulation, implementation and monitoring of national strategy and to strengthen the public-private sector partnership in the strategy management process.

*Executive Forum on National Export Strategies – 2003* INT/61/84A - Status: CO; Responsible section: OED; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Switzerland.

Project value (in USD without Support Costs):

Year	Total
2003	542,921
2004	-1,657
2005	0
Total	541,264

**Brief description:** The Executive Forum's theme in 2003 is Business for Development. The global debate was held in Cancun, as a precursor to the WTO Ministerial Conference. A record number of national strategy teams attended (54), a number of which covered their own travel costs. Testing of the strategy design "process tool" - The National Export Strategy Template - was conducted in Sri Lanka, Jamaica, Kenya and St. Lucia. Initial work was completed on the development of accompanying "process tools" on sector-level strategy development and on tourism strategy development. Regional Executive Forums were held in Latin America (Bolivia) and South Eastern Europe (Bulgaria). The respective themes were "Export Strategy in a Changing Business Environment" and "International Competitiveness: A Challenge for Business and Government".

*Executive Forum on National Export Strategies – 2004* INT/61/95A - Responsible section: OED; Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Switzerland.

Project value (in USD without Support Costs):

Year	Total
2004	191,359
2005	57,200
Total	248,559

Brief description: Organisation of Executive Forum 2004 on the theme "Competitiveness through Public-Private Sector Partnership: Successes and Lesson Learned, plus the overhaul of the Executive Forum website including the introduction of a Web-based facility for the application of Executive Forum tools and the provision of a help-desk.

### Characteristics

<b>Types of Deliverables:</b>	<ul style="list-style-type: none"> <li>• A mixture of networking, training, advisory:</li> <li>• Annual debates (once a year) on national export strategy design and management in Switzerland</li> <li>• Regional Executive Forums to disseminate conclusions and recommendations developed in consultations held in Switzerland, Montreux</li> <li>• Tools, information sources</li> <li>• Publications with the papers/findings/recommendations/best practice guidelines from previous Executive Forums</li> <li>• Research papers of the national teams</li> <li>• Country papers prepared by the Executive Forum network members</li> <li>• Networking</li> <li>• Global forum for export strategy</li> <li>• E-discussions</li> </ul>
<b>Tool:</b>	<ul style="list-style-type: none"> <li>• Interactive CD-ROM National Export Strategy Template providing strategy-makers with comprehensive guidance on the preparation of national export strategy</li> <li>• Prototypes on sector level export strategy tools</li> </ul>
<b>Channel of Delivery:</b>	<ul style="list-style-type: none"> <li>• Global delivery of generic tools and programs, as well as regional projects:</li> <li>• Annual debate</li> <li>• Publications</li> <li>• Website</li> </ul>
<b>Geographic Focus:</b>	<ul style="list-style-type: none"> <li>• Global</li> <li>• The number of countries represented in the Executive Forum has increased steadily. The Executive Forum is followed-up by e fora and discussion</li> </ul>
<b>Beneficiaries:</b>	<ul style="list-style-type: none"> <li>• Intermediaries and end-users: senior public sector decision-makers and business leaders</li> </ul>

### Evaluation Methods

The following evaluation methods were utilised:

- Desk study of ITC documents and publications;

- Country study of export strategy in Saint Lucia;
- Attendance at the Forum in Montreux in September 2004;
- Interviews with participants; and
- Participation in the E-forum on impact measurement after the Forum

### Findings and Conclusions

The Executive Forum is a unique vehicle to promote public-private dialogue about trade development including “border out” and “border-in” kinds of issues. The World Economic Forum might be considered as a potential parallel activity but the focus of the World Economic Forum is very different. The World Economic Forum is not focused on trade development issues for developing countries. Another organisation with some parallel activities and some overlapping participation is the Trade Promotion Organization (TPO) Net, which is a network of Trade Promotion Organisations and has a biennial conference. Again the focus of TPO Net is very different and the role is very complementary to the Executive Forum. There is no other comparable forum focused on the mainstreaming of trade development into national economic strategies, the exchange of best practice on national export strategies and to promote public-private dialogue about trade development.

The discussion in the plenary sessions and the breakout sessions was very active. Past Executive Forums have produced good publications as noted above, but clearly the most important outcome is the networking and the information and experience exchange among the participants. The background papers prepared by ITC and by the participants support a high level of discussion. Perhaps one critical note is that there could be more critical review of some of the issues under discussion. For example, a breakout session examined the funding of TSIs in developing countries explored some important issues in a thoughtful and pragmatic manner, but a proposal for an export fee was discussed without much discussion of the potential negative consequences.

Publications.

**Table 11: ITC E-Shop (1 Quarter 2005)**

(Values in USD)

Titled	Title	Year	Lan	Total/ SALES	eShop /QTY	eFree /QTY	Total /QTY
21553	Redefining Trade Promotion: The Need for a Strategic Response	2002	EN	120.00	3	15	18
21911	Executive Forum 2000: Export Development in the Digital Economy	2001	EN			1	1
26554	Executive Forum 2001: Is Your Trade Support Network Working?	2002	EN			2	2

### *Evaluation Criteria*

#### *Relevance*

Rating 4

The development of national export strategies and the exchange of information about best practices are of direct relevance to the mainstreaming of trade development into national development objectives and policies. Promoting public-private networking on trade development issues and networking at the global level is of direct relevance to supporting both public and private initiatives. The support for mainstreaming of trade development into national development policy is a high priority in current approaches to economic development. This is a priority area in the provision of TRTA.

#### *Efficiency*

Rating 4

The Executive Forum is well organized with good speakers, good background materials and good participation. The level and quality of support by the ITC, and the level of involvement by the participants who prepare presentations and papers, are both very high. The organisation of the seminar in Switzerland is relatively high cost, but analysis conducted by the Evaluation suggests that for the organisation of a global activity such as this a location for the event in Switzerland, somewhat surprisingly is relatively cost-effective. The reason is that air fares to reach somewhere like Bangkok or Rio de Janeiro are more expensive for a global conference and the savings if any on hotels and accommodation are modest.

#### *Effectiveness*

Rating 4

The participation in the Executive Forum is at a high level with a good mix of private and public sector representatives. The mix of returning participants and new participants helps both to sustain and to renew the network. One indicator of the utility of the session is that developing country participants are willing to cover travel costs in order to participate.

One very encouraging aspect of the Executive Forum is the very active process of e-fora and dialogues that have been developed between the annual Executive Fora. These activities reinforce the network, and encourage the exchange of ideas and best practice among the members.

#### *Impact*

Rating 3.5

The impact of the Executive Forum has the potential to be very high, but it is difficult to document the impact. The impact depends on how the private and public participants respond to the information and dialogue. If representatives from half the countries represented take significant steps to adjust their practices or to develop new initiatives based on their involvement in the Executive Forum, then the impact could be very significant. However it is difficult to attribute such changes in practices or new initiatives to the activities of the Executive Forum. Nonetheless, it is clear that the Executive Forum does

contribute to the mainstreaming of trade policies into national development strategies. The Export Strategies in countries such as Kenya and Santa Lucia seem to have contributed to the mainstreaming of trade and investment into development policy – see the relevant country studies. The combination of the Executive Forum working as a peer review process at the global level and the export strategy process working at the national level has the potential to achieve significant results in the mainstreaming of trade and exports strategies.

### *Sustainability*

Rating: Not Applicable

The Executive Forum as currently constituted requires external financing. ITC cannot fund it from Regular Budget. There is a measure of ownership demonstrated by the high level of participation in the Executive Forum and the willingness of participants to pay their way.

### **Comparative Advantage**

The Executive Forum is a unique forum of bringing together private and public sector leaders engaged in trade development and export strategy development from developing countries. The Executive Forum draws on ITC network in the private sector, TSIs, and in government policy bodies. Perhaps one parallel would be the World Economic Forum and the regional fora under the World Economic Forum but the focus of the World Economic Forum is quite different. Another relatively similar type of activity involves the World Association of Investment Promotion Agencies which works with the Foreign Investment Advisory Services of the World Bank, UNCTAD and UNIDO. The Executive Forum has a close collaborative relationship with the World Association of Trade Promotion Organisations and a number of participants attend both fora on a regular basis. ITC Executive Forum is quite unique in the focus on trade development and the mainstreaming of trade development in national economic development policy.

### **Conclusions and Recommendations**

The Executive Forum is a flagship product for ITC that both supports ITC network of TSIs and TPOs and reaches business leaders and policymakers at a higher level of national decision-making than do other ITC activities and networks. The Executive Forum is a unique vehicle for discussion and debate about export strategy among developing countries and provides an opportunity for exchange of experience and practice. Now the Executive Forum could benefit from more efforts to ensure that it was best practice that was exchanged not just a sharing of experience, but it is a valuable and unique activity. Undoubtedly it also serves to be an important network for ITC to test the perceptions of various other activities and products of ITC.

## 1.8 International Purchasing and Supply Chain Management

### Background

#### Objective

International Purchasing and Supply Chain Management (IPSCM) Programme is described in ITC Business Plan 2003-2005 as follows:

‘The International Purchasing and Supply Chain Management programme will focus on improving purchasing and supply chain operations with the aim of enhancing the reliability and competitiveness of export delivery. It will do this predominantly by helping to develop national institutions (e.g. professional support institutions, business sector organisations and trading institutes) so that they can provide – to a wide range of private and public sector professionals – specialized training, information, consulting, diagnostic and other support services in this area. --- The programme will also seek to assist partner countries to become more closely integrated into the multilateral trading system by promoting a regulatory, administrative and support environment that is conducive to transparency, openness, accountability and cost-effectiveness. This will help these countries to develop public procurement systems that can comply – in either the short or the long term, depending on the country’s strategy – with the requirements of the WTO working group on transparency and its Government Procurement Agreement. The programme will, in addition, contribute to grade development strategy in various ways. ---ITC will also organize specialized seminars and provide information, self-diagnostic tools and other technical resources that can be used directly by professionals and enterprises to enhance competitiveness and export performance.’

### Overview

The objectives of ITC International Purchasing and Supply Chain Management Programme are to assist developing countries and economies in transition to build greater awareness of the contribution that better procurement and supply chain management can make to enterprise competitiveness and to overall organisational and country performance, and to better understand the key processes and issues that this area involves. IPSCM develops national training, consultancy and information support facilities for serving their private and public sector procurement and supply chain management professional communities. In cooperation with other agencies such as the World Bank, IPSCM helps to reform and upgrade national public procurement systems to achieve the objectives of economy and efficiency, promotion of competition and non-discrimination, transparency, accountability and the attainment of other related public sector goals.

IPSCM assists SMEs in development of their export capabilities by taking better advantage of business opportunities generated by the public sector and by the international aid agency procurement marketplaces. One of the objectives is to encourage wherever possible, the harmonization of national public procurement systems with those of other countries and to facilitate mutual access to public sector marketplaces to promote regional and international trade. IPSCM supports the integration of local enterprises in priority sectors into effective national and international supply chains and tries to identify and deal with key problems and issues in the national environment that inhibit effective and efficient procurement and supply chain management by the private and public sectors.

IPSCM also uses a value chain based methodology for the development of sector strategies and action plans, which it implements in coordination with, and support of, Division of Product and Market Development and DTCC.

For achieving these goals ITC develops support programmes and projects that are based on identified customer requirements and priorities. ITC builds partnerships with other recognized institutions and centers of excellence worldwide to make use of their expertise, services and tools. ITC produces and delivers generic technical tools and materials in purchasing & supply chain management that can be further locally adapted as needed.

ITC develops learning materials support with the main objective to help private enterprises as well as public institutions carry out their purchasing and supply related activities in an optimal and cost effective manner. ITC provides institutions interested in offering training in international purchasing & supply management, training of trainers support and a range of materials. ITC has produced a number of publications, guides, presentations, two sets of training packs for the private and the public sectors, etc. for different purposes and for diversified training needs.

Training of trainers is another type of training service provided under the IPSCM. Institutions wishing to develop and offer international purchasing and supply chain management related training programmes based on the Modular Learning System (MLS), the Public Procurement Training System or other ITC training tools, might get ITC's assistance to train trainers attached to the institution. This training includes training techniques (e.g., training event design, delivery and evaluation) as well as an introduction to ITC's materials and how to use them.

ITC also provides IPSCM training support through “learning by doing”, using an enterprise-oriented methodology for implementing IPSCM improvement projects. Together with Division of Product and Market Development, it has also developed a training pack on sourcing for the garments sector.

ITC also provides training and support to local IPSCM consultants, based on its “Consulting in international purchasing and supply chain management – a practical guide”.

Institutional management support provided by the IPSCM includes development and strategic counselling of business, professional purchasing, supply chain support and training institutions in the private and public sectors, including assistance in the following areas:

- Development of value-chain based sector strategies and action plans;
- Development of business plans;
- Introduction to international support networks and educational accreditation;
- Organisation and management of professional associations;
- Communication and development of regional networks;
- Training of trainers, consultants;
- Transfer of pedagogic skills and materials;
- Development of curricula and administration of training and consulting activities;
- Establishment or improvement of information and learning systems.

Training is generally dispensed through multiplier organisations to ensure the lasting development of local technical capacity and the relevance of training products to the local business environment.

Asianet and LearningNet are two web-based IPSCM products. Asianet was developed first and LearningNet builds on Asianet.

Asianet website has been created to support ITC's regional project for Asia focusing on developing and further strengthening training and consulting capacities in International Purchasing and Supply Chain Management in a group of countries in South and South East Asia. The countries, which are covered by this project are the following: Bangladesh, Cambodia, China, India, Indonesia, Laos, Malaysia, Nepal, Philippines, Singapore, Sri Lanka, Thailand & Vietnam. Asianet website was designed to facilitate the sharing of various types of information, experiences and outputs developed under the project and serve as a communication platform for the individual as well as institutional network members.

Asianet website allows the network members to do the following:

- See the details of all network members (institutions as well as individuals).
- See the details of all project related events (regional as well as nationals).
- Obtain the latest project news.
- Post information about the Modular Learning System for International Purchasing and Supply Chain Management -related training events organised by institutions and obtain the details of such events organised in other countries covered by this Website.
- Use the "Working Group" features to participate in developing training or other materials and tools.
- Use the expert's corner to ask questions to other network members or to share information and experiences.
- Institutional members also have a similar mechanism, which they can use to exchange information amongst themselves.
- Find important messages from ITC concerning network activities.

With the exception of China, all activities carried out under this project (Project RAS/61/81) are funded by the State Secretariat for Economic Affairs (SECO) of the Government of Switzerland.

### ***List of Network Members – Institutions***

Asianet website provides the list of institutions and detailed information related to every institution. The list of institutions is the following:

**Table 12. List of Network Members**

Institution	Acronym	Country
Ateneo Graduate School of Business	AGSB	Philippines
Atma Jaya Yogyakarta University	UAJY	Indonesia
Bangladesh Institute of Management	BIM	Bangladesh
China Federation of Logistics & Purchasing	CFLP	China
FMM Institute of Manufacturing	FMM-IM	Malaysia
Hong Kong Logistics Association	HKLA	Hong Kong
Indian Institute of Materials Management	IIMM	India
Individual Members		Switzerland
Industrial Enterprise Development Institute	IEDI	Nepal
Institute of Supply and Materials Management	ISMM	Sri Lanka
International Trade Centre	ITC	Switzerland
MAPICS Consultancy Sdn Bhd	MAPICS	Malaysia
National Economics University	NEU	Vietnam
National University of Management	NUM	Cambodia
Philippine Institute for Supply Management	PISM Philippines	
Prasetiya Mulya Business School	PMBS	Indonesia
Purchasing and Supply Chain Management Association of Thailand	PSCMT	Thailand
Pusat Pengembangan Manajemen Pengadaan	PPMPI	Indonesia
Royal University of Law and Economics	RULE	Cambodia
Singapore Manufacturers' Federation Training Institute	Sma	Singapore
Thammasat University	TU	Thailand
The Dhaka Chamber of Commerce & Industry	DCCI	Bangladesh
University of Surabaya	UBAYA	Indonesia

Asianet website provides the list of surnames in this subsection, with detailed information related to every member.

LearningNet website was developed subsequent to Asianet in order to support ITC's training-related activities in the area of International Purchasing and Supply Chain Management. A number of these activities are related to the use of ITC's MLS on International Purchasing and Supply Chain Management as well as its Public Procurement Training System.

LearningNet was designed to support the IPSCM Certificate and Diploma Programme, including exam registrations and posting of results and to facilitate the sharing of various types of training materials and tools, information and other outputs developed by ITC and its institutional network.

At the same time LearningNet serves as a communication platform for the individual as well as institutional network members and as an information site for the general public. LearningNet allows the following:

The general public can access information about ITC's IPSCM activities, materials and its Diploma programme, including the names of those having obtained the following:

- The International Certificate in Purchasing and Supply Chain Management – (Cert. PSCM) (ITC)
- The International Advanced Certificate in Purchasing and Supply Chain Management – (Adv. Cert. PSCM) (ITC)
- The International Diploma in Purchasing and Supply Chain Management –(DIP. PSCM) (ITC)

Candidates for the Certificate & Diploma programme can register for the exams, download the examination guidelines and access their results through this website.

Individual as well as institutional network members can see the details of all network members; view the materials available in the Materials Exchange and use the message/notice board and news functions.

Institutional network members can (in addition to the above) participate in the Training Materials Exchange, which includes the posting of materials and the downloading of materials developed by ITC and by the institutional network members according to specific member rights. They can also post reports, activities and events. Institutions acting as Accredited Examination Bodies can confirm and submit individual candidate registrations to ITC.

ITC provides information material support by collection of Web links and references, guides and manuals. ITC's offer of information materials is becoming more and more integrated and accessible directly on the Internet.

IPSCM provides institutional management support through the Institution Manager's Briefcase and by the establishment of SupportNet.

SupportNet is a model Web site for Purchasing & Supply Management support institutions and associations (training, consulting, and information providers) especially in the areas of purchasing and supply chain management. The Web site is delivered as complete application on CD ROM for installation with an Internet Service Provider. The professional support institution will then just have to adapt the application to their institution design (logo, colour scheme). Uploading information to the "template" pages will be done via user friendly entry masks or copy-and-paste text/pictures from normal office software (word, PowerPoint, etc.).

The model Web site contains all important features to promote the institution to site visitors: information about the institution, its partners and alliances; promotion of and registration for training programmes, materials, tools, etc; promotion of and registration for events, conferences etc.; information about membership; classifieds (jobs, equipment,

vehicles, etc.); institution news including email newsletter facility; bookmarks and links. The model Web site also contains special features for members and/or collaborators:

- Member registration
- Working groups (sharing of documents, communication, etc.)
- Posting of "member only" programmes, events, materials, tools, publications, etc.
- SupportNet is especially designed for users not knowing html or other Web design software. The Website allows the users to build and to manage databases easily. The institution thus manages typical client activities (e.g. registration for events, requests for information, etc.) and internal administration activities (e.g. contact database, list of event participants) with one application - SupportNet. The following will be automatically available to the institution:
  - Contact database (all people interested in programmes, materials, events, news, etc.)
  - Membership database (all members and supporters)
  - Events database
  - Programmes & Services database
  - Materials, tools and publications database

On demand IPSCM assists countries and agencies in the analysis, review, definition and improvement of the legal and institutional framework for Public Procurement.

The ITC advises developing and transition countries on the techniques of effective public procurement systems while supporting the policy goals established by government. Its main focus continues to be assistance to least developed countries.

### **Budget**

IPSM Sample Projects' Review 2001-2005

According to ITC Project Portal:

*Development of IPSM training and consultancy support capacities in Association of South-East Asian Nations (ASEAN) and South Asian countries* RAS/61/81A; Responsible section: International Purchasing and Supply Management Section of Department of Trade Support Services (DTSS/IPSMS); Source of fund: ITC Bilateral donors Trust Funds; Donor(s): Switzerland;

Project value (in USD without Support Costs):

<b>Year</b>	<b>Total</b>
2001	153,977
2002	288,807
2003	263,144
2004	259,221
2005	131,311
<b>Total</b>	<b>1,096,460</b>

Brief description: this project aims at developing sustainable training and consultancy capacities in international purchasing and supply management in the following two groups of Asian countries:

- Group 1 - ASEAN: Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand and Vietnam
- Group 2 - South Asia: Bangladesh, India, Nepal and Sri Lanka.

The project involves the development of training and consultancy skills of local IPSM specialists, as well as the implementation of national professional certification programmes in IPSM. This work is supported through the transfer to local training institutions of the generic versions of ITC's IPSM Modular Learning System.

Through the project, the local specialists adapt these tools and develop additional materials to meet specific regional/national requirements. The first stage of the project involves the relatively more advanced ("first-tier") countries in each group (Malaysia, Philippines, Singapore and Thailand in Group 1, and India and Sri Lanka in Group 2), where well established local purchasing and supply management associations/institutes exist and where the absorption and adaptation process will be rapid. The second stage of the project will focus on the relatively less advanced ("second-tier") countries (Cambodia, Indonesia, Laos and Vietnam in Group 1 and Bangladesh and Nepal in Group 2), where more assistance will be required.

**Improvement in purchasing support systems and services in Central and Eastern Europe** RER/61/78A-; Responsible section: DTSS/IPSMS; Source of funds: ITC Bilateral donors Trust Funds; Donor(s): Switzerland;

Project value (in USD without Support Costs):

Year	Total
2001	54,500
2002	89,248
2003	21,917
2004	241
Total	165,906

Brief description: the project objective is the development and reinforcement of private-sector purchasing and supply chain management by improving the skills and knowledge of partner organisations' professional trainers and by providing introductory and professional-level training materials with access to the full range of ITC information and diagnostic products. Six countries have been targeted: the Czech Republic, Hungary, Poland, the Republic of Moldova, Romania and Slovakia.

## Characteristics

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<b>Types of Deliverables:</b>	<p>Training services:</p> <ul style="list-style-type: none"> <li>• Learning materials (training packs, publications, presentations, guides, etc.) and training for private and public institutions on purchasing and supply related activities.</li> <li>• Training for trainers based on Modular Learning System, Public Procurement Training System, enterprise improvement projects, etc.</li> </ul> <p>Advisory:</p> <ul style="list-style-type: none"> <li>• Value-chain based sector diagnostics and strategy development.</li> <li>• Institutional management support.</li> <li>• Assistance to countries in development/improvement of legal/institutional public procurement framework.</li> </ul> <p>Institutional support tools:</p> <ul style="list-style-type: none"> <li>• Institution manager's Briefcase – an online guide to planning, setting up, and managing a support institution and its services to the business community.</li> <li>• SupportNet - a model Web site for Purchasing &amp; Supply Management support institutions and associations (training, consulting, and information providers) especially in the areas of purchasing and supply chain management.</li> </ul> <p>Networking</p> <ul style="list-style-type: none"> <li>• Linking and promoting exchanges and cooperation amongst partner IPSCM institutions, supported by network websites (Asianet and Learningnet).</li> <li>• Information sources:</li> <li>• Information materials - collection of web links, guides and manuals</li> </ul>
<b>Channel of Delivery:</b>	<ul style="list-style-type: none"> <li>• Global, JITAP and country specific:</li> <li>• Technical tools, methodologies, publications and other materials</li> <li>• Consultations</li> <li>• Workshops</li> <li>• Websites</li> </ul>
<b>Geographic Focus:</b>	Global
<b>Beneficiaries:</b>	<ul style="list-style-type: none"> <li>• Intermediaries and partner training organisations, through these, the business community.</li> <li>• Also: public sector procurement organisations.</li> </ul>

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## Evaluation Methodology

The evaluation methods utilised for evaluation of the products of the International Purchasing and Supply Management section included:

- Desk study of ITC and project documents;
- Review of the previous evaluation of International Purchasing and Supply Management;
- Interviews of ITC Staff;

- Review of Country Studies with IPSM activities including a case study of the purchasing association in Moldova;
- Review of websites and training materials; and
- Examination of the Network.
- On the question of sampling of IPSM's various tools and services it was decided to focus on the MLS training course materials and the delivery of the MLS training as the key product, since this had been identified in the previous evaluation as critical to the future of IPSM..

## **Analysis and Findings**

### ***Review of the Previous Evaluation***

Evaluation of the International Purchasing and Supply Management Sub-Programme during 1994-2001, June 2002

**Background:** The primary role of the IPSM Section, which falls within the Division of Trade Support Services, is to assist SMEs and related sectors in developing countries in the management of their import and international purchasing functions. The effective management of the import function is rightly seen as an essential component in a business or sector's overall trade competitiveness. The specific objectives for IPSM, as set out in the Medium Term Plan for 1999-2001, were:

**Development of Generic Products:** Compendium of Public Procurement Systems, Diagnostic Tools, Modular Learning System, Handbook for IPSM Consultants, IPSM Bulletin, and IPSM Information Tool Kit;

**SMEs –Oriented Assistance at National Level:** National IPSM training programmes, consultancy support for SME's and improved training capacities for SMEs; Assistance in Public Procurement at the National Level; using the relevant generic products;

**Institutional Support to Purchasing Associations;** supporting the establishment of national associations, promote networking among associations.

**Findings:** Within the review period, the IPSM implemented 41 projects, covering 46 countries, with a total budget of USD 13.2 million. This was against a backdrop of steadily reducing overall Technical co-cooperation expenditures by ITC in that period. IPSM's share of ITC's TC expenditures averaged between 9-10% during that period. Activities included the establishment and assistance to procurement associations in developing countries. Over the period IPSM activities became increasingly regionally focused, due to a combination of limited human resources and the use of generic products for training (e.g. MLS) which can be used effectively on a regional basis.

In general, the evaluators concluded that IPSM's programmes had followed the evolving needs of developing countries. This included an emphasis on developing purchasing associations to promote the multiplier effect of training and capacity building, and the ration-

alisation of public procurement practices. The projects that were analysed all seemed to be relevant and designed to meet the needs of the beneficiary, with meaningful involvement of the local partners.

However, the evaluator had some reservations with regard to the some of the following points;

- Delay in mobilising project finance;
- Delay in implementing projects (often related to lack of capacity of local partners);
- Poor management of the project at local level;
- Project components not being fully integrated at the design stage;
- Lack of clarity regarding the institutional arrangements that will monitor the certification process at the completion of training.
- No effective monitoring and reporting system whereby key performance indicators could be identified at project commencement and evaluated at completion.

IPSM's sectors of technical co-operation services (Support of SMEs, Public Procurement, and Institutional Support for professional organisations) appeared to be completely in line with the needs of developing countries.

In terms of learning tools, there had been an evolution from the numerous guides and handbooks to an integrated modular system. The MLS in particular, which is considered to be the section's key product for the future, required a major investment in both time and cost, and will probably replace some other learning supports (e.g. guides). All products are of a consistently good quality, although those that are frequently used are not updated regularly, and they are not always well known in the countries where they could be most useful.

In terms of IPSM's management and its relationship within ITC the evaluator had some critical findings. They cited a lack of team spirit within IPSM and a high level of staff turnover, as well as inadequate management information systems. These shortcomings were acknowledged by management with corrective action pledged to be taken. There were also few projects involving IPSM with other divisions/sections of ITC, and where there were, there appeared to be no clear agreement on implementation. The co-ordination and co-operation between IPSM and other ITC sections was seen as lacking. Except for those who had the opportunity to work with IPSM, most other sections within ITC were unaware of its activities, in particular its involvement at the level of SME development. It was also felt that IPSM management did not dedicate sufficient time to engaging with other institutions to identify project opportunities of mutual involvement.

## **Key Recommendations**

### ***Within ITC:***

- ITC should adopt new and innovative approaches to mobilise resources. It should consider other sources of project financing including sponsorship, notably for small projects.

- ITC should identify global marketing actions which highlight the specific activities of ITC.
- There should be more movement of personnel between the different sections of ITC to promote understanding and to reinforce mutual co-operation.
- ITC should develop additional projects involving the co-operation of two or more sections.

#### ***At IPSM Level:***

- ITC's competitive advantage through IPSM should be strategically developed before other institutions start to erode this position. IPSM should develop specific strategies to maximise co-operation with other agencies on integrated regional projects.
- In terms of funding, IPSM should actively involve beneficiary countries in mobilising project finances, and consider corporate sponsorship as a means of financing small projects.
- In terms of project design, projects should be sufficiently analysed and assessed prior to implementation to ensure successful outcomes, and project design should encourage networking of local associations.
- Training materials should be modified to accommodate the different levels of development in beneficiary countries, and training materials need to be translated into more languages.
- A concentrated effort on team building within IPSM and marketing of its services, both within IPSM and externally, is required.

#### ***Progress Since the Last Evaluation***

Although the focus of this evaluation of IPSM is slightly different than the earlier thematic evaluation, the Evaluation notes that some progress has been made on some of the issues identified in the previous evaluation. IPSM seems to be working well with other sections of ITC and personnel issues seem to have been ameliorated.

#### ***Case Study of Moldova Purchasing Association***

In the Moldova Country Report in the Joint Evaluation, the experience of the development of the purchasing association in Moldova is examined in some detail. Although the initial cost of training of the core group of trainers was relatively high since the training was conducted in Switzerland, the project has been quite successful because the association has been able to market training programs based on IPSM materials and to attain a measure of sustainability. In the seven years since the original project was launched, several hundred people in the private and public sector have received training in purchasing and supply management.

#### ***Training Programmes and the WebSite Support***

The IPSM has developed a comprehensive training programme and delivers it through partner institutions. This training programme leads to a diploma. The *LearningNet-AsiaNet*

websites are being used to administer the exams. This support tool reinforces the network and allows ITC and the partner institutions to charge for the courses. This helps sustain the viability of the partner institutions.

### ***Publications***

Publications are not a significant feature of the IPSM programme, but the MLS learning materials were reviewed by the Evaluation. The MLS training materials are clear, detailed and well structured. There may be challenges in adapting these materials in a trans-cultural context and adapting to variation in national laws and business practices, but since the focus is on helping SMEs to adapt to international business practices, these adjustments or refinements to the MLS training can be made by local partners. The MLS materials themselves are solid and comprehensive.

Just for completeness the Evaluation note the following publication sales of IPSM publications.

**Table 13 ITC E-Shop Sales Statistics (2004)**

(Values in USD)

Product Group	Product Code	Product Name	Qty	Gross Sales
PUBLICATIONS	21679	Improving SME Access to Public Procurement: The Experience	2	85.33

**Table 14 ITC E-Shop (1 Quarter 2005)**

(Values in USD)

Titled	Title	Year	Lan	Total/ SALES	eShop /QTY	eFree /QTY	Total /QTY
21679	Improving SME Access to Public Procurement: The Experience of Selected Countries	2000	EN	20.00	1	3	4

### ***Evaluation Criteria***

#### *Relevance*

Rating 4

The relevance of the training and programming activities of IPSCM for both developing countries and economies in transition is high. Supply chain management is a key cost element and increasingly important to exporting for SMEs and also to larger enterprises. Both “Border-in” and “Border-out” issues are important to export competitiveness.

#### *Efficiency*

Rating 4

The IPSM is a well established programme of ITC and has a well organised set of training materials and programming tools. The MLS materials draw on many years of experience in training on purchasing and supply management. The MLS training programme offered

through partner institutions represents a substantial improvement in cost-efficiency over the training programmes offered previously that were Geneva based.

#### *Effectiveness*

##### Rating 3

The training of TSIs and purchasing associations seems to have established a good network of support institutions in Beneficiary countries. The experience in Moldova demonstrates the potential to develop viable local partners and the Asia Net model is very promising for the delivery of the MLS training. ITC indicates that 1219 individuals received MLS training in 2004 and took MLS exams, representing a 30 percent increase over the previous year.

#### *Impact*

##### Rating 3

The training through partner institutions utilising ITC MLS training materials and supported by the *Asia-Net* and *Learning Net* websites is reaching a large number of trainees in beneficiary countries and there is potential to reach many more. Continued expansion of the MLS training program through web-based support to partner institutions has significant potential to reach a substantial target group in beneficiary countries.

#### *Sustainability*

##### Rating 3

The model for training using training materials and the administration of exams for diplomas through the website is an excellent innovation, which, apart from bringing some potential return to the ITC, helps to ensure the viability of the partner institutions.

### **Comparative Advantage**

The International Purchasing and Supply Management Section is a long standing program in ITC portfolio of services to TSIs and to enterprises in beneficiary countries. Of course other organisations offer similar types of services. At the international level UNIDO offers training on purchasing and supply chain management and these types of services are offered in bilateral technical assistance programmes. There is a demand for ITC to offer such services as part of its services to support TSIs and SMEs.

With the MLS training materials and collaboration with training partners in beneficiary countries, IPSM has developed and sharpened its product niche and strengthened its comparative advantage.

### **Conclusions and Recommendations**

The experience with the case study of the Moldova purchasing association and the experience with the partners in Asia Net indicates that the viability of the national partners providing training is the key to the effectiveness, impact and sustainability of the MLS type of training programme.

The *LearningNet-AsiaNet* training model using web-based support for the MLS training is very attractive and should be considered for other applications in ITC. ITC should cer-

tainly proceed with plans for internet administration of the exams for MLS and should explore whether this delivery model can be applied to other ITC products and training activities.

In the future, there could be greater efforts to promote co-operative initiatives with standards and quality management and the packaging programmes since there are increasing requirements in developed country markets to ensure traceability of the supply chain of imported products.

**Annexes**

Annex 1: Survey of World Tr@de Net Partners

Annex 2: Survey of Participants in the Business for Development Forum in Rio de Janeiro

Annex 3: Survey of the Utilization of ITC Products Related to Standards and Export Quality Management

Annex 4: Survey of ITC Partners on Packaging

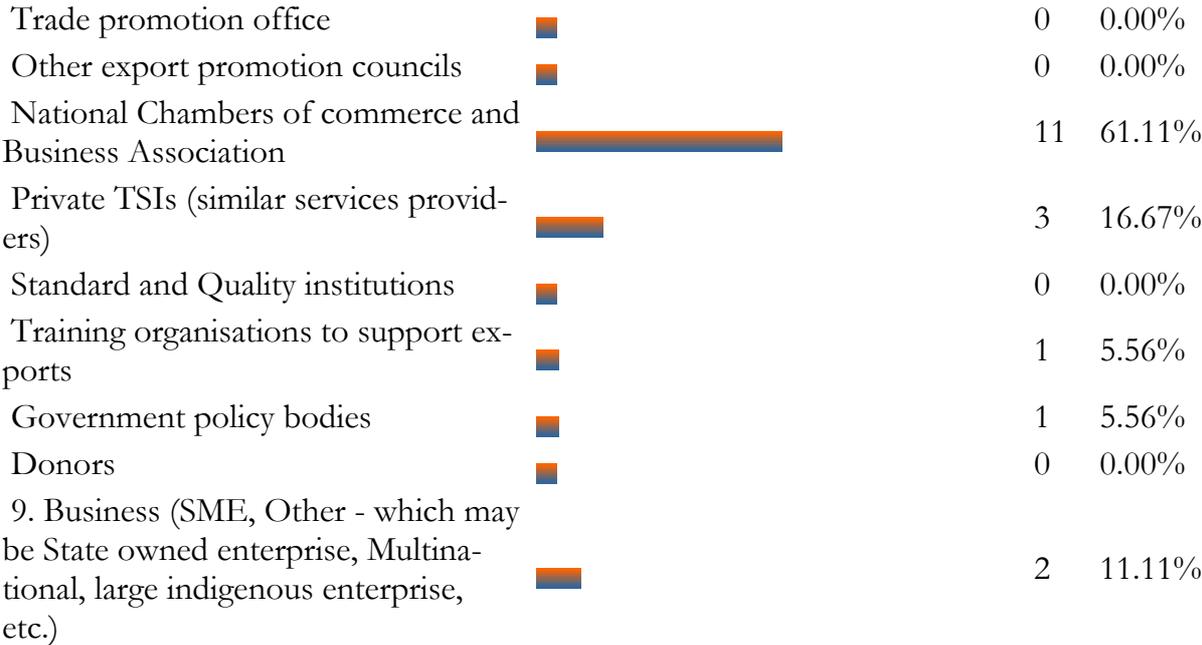
**Annex 1 Survey of World Tr@de Net Partners**

An e-questionnaire was conducted of the 51 partners of World Tr@de Net. 18 responses were received for a response rate of 27 percent.

Survey of World Trade Net Partners

1. Are you primarily associated with:

18 responders registered (100.00 % from 18)



2. Are you from:

18 responders registered (100.00 % from 18)

Albania		1	5.56%
Argentina		2	11.11%
Armenia		0	0.00%
Bangladesh		1	5.56%
Belarus		0	0.00%
Bhutan		0	0.00%
Bosnia & Herzegovina		0	0.00%
Brazil		0	0.00%
Bulgaria		1	5.56%
Cambodia		1	5.56%
Costa Rica		0	0.00%
Croatia		1	5.56%
Cuba		0	0.00%
Dominican Republic		0	0.00%
Egypt		0	0.00%
El Salvador		0	0.00%
Estonia		1	5.56%
Guatemala		1	5.56%
Guyana		0	0.00%
Haiti		0	0.00%
Honduras		1	5.56%
Hungary		0	0.00%
Jamaica		0	0.00%
Jordan		0	0.00%
Kazakhstan		0	0.00%
Kyrgyzstan		0	0.00%
Latvia		0	0.00%
Lesotho		0	0.00%
Lithuania		0	0.00%
Malawi		1	5.56%
Malaysia		0	0.00%
Moldova		1	5.56%
Mozambique		0	0.00%
Mongolia		1	5.56%
Nepal		1	5.56%
Nicaragua		0	0.00%

Nigeria		0	0.00%
Oman		0	0.00%
Pakistan		1	5.56%
Philippines		1	5.56%
Romania		0	0.00%
Senegal		0	0.00%
Sri Lanka		0	0.00%
Swaziland		2	11.11%
Tajikistan		0	0.00%
Thailand		0	0.00%
Trinidad & Tobago		0	0.00%
Ukraine		0	0.00%
Uzbekistan		0	0.00%
Vietnam		0	0.00%
Zambia		0	0.00%
Other		0	0.00%

Regional Workshops, Seminars  
 0 responders registered (0.00 % from 18 )

1. Have you participated in the regional seminars/workshops on up-to-date information on multilateral trading system (Doha Development Round) organized by the World Trade Net programme or related Business for Development workshops since 1999?

18 responders registered (100.00 % from 18 )

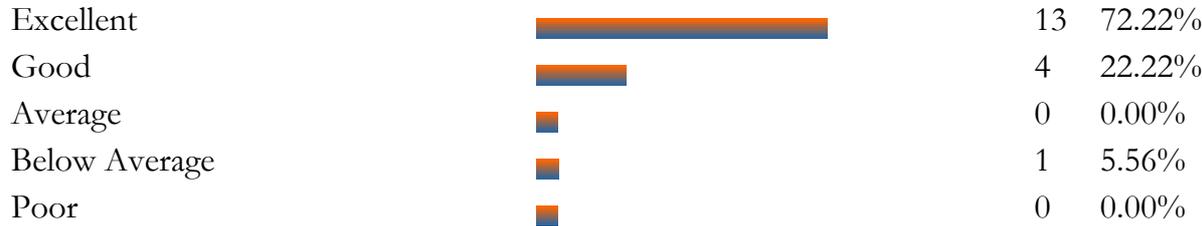
Yes, several times/regularly		12	66.67%
Yes, once		6	33.33%
No		0	0.00%

How would you rate the workshop (-s) in the following aspects? Mark the ones that you have participated to.

0 responders registered (0.00 % from 18)

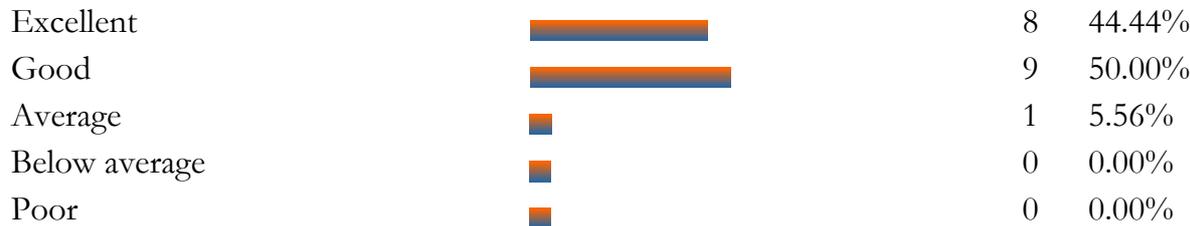
2. How would you rate the quality of workshop organisation and the speakers?

18 responders registered (100.00 % from 18)



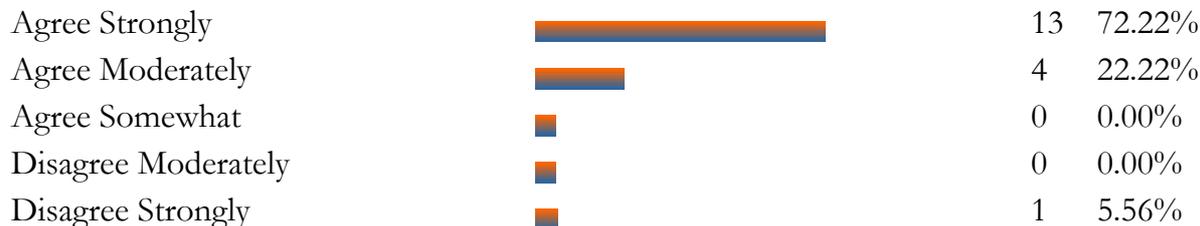
3. Did the workshop provide for sufficient opportunity for dialogue and discussion?

18 responders registered (100.00 % from 18)



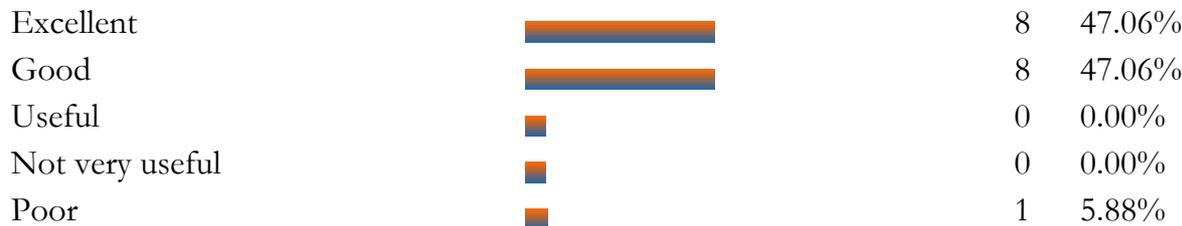
4. Did the range of topics covered respond to your concerns and interests?

18 responders registered (100.00 % from 18)



5. Did the workshop provide you new information on issues in the Multilateral Trading System and its recent developments?

17 responders registered (94.44 % from 18)



6. Did the workshop provide you with new information or insights into trade and economic developments in the region?

18 responders registered (100.00 % from 18)

Excellent		6	33.33%
Good		8	44.44%
Useful		3	16.67%
Not very useful		0	0.00%
Poor		1	5.56%

7. Did the workshop provide you with new information or new perspectives on issues relevant to your industry, organisation or work?

18 responders registered (100.00 % from 18)

Excellent		5	27.78%
Good		6	33.33%
Useful		6	33.33%
Not very useful		1	5.56%
Poor		0	0.00%

8. Did you find the workshop useful in making contacts and exchanging information with business and government representatives in the region or internationally?

18 responders registered (100.00 % from 18)

Excellent		9	50.00%
Good		5	27.78%
Useful		3	16.67%
Not very useful		1	5.56%
Poor		0	0.00%

9. Are you still using these contacts/network in your work and business development?

18 responders registered (100.00 % from 18)

Frequently from my own country		9	50.00%
Frequently the regional contacts		3	16.67%
Rarely from own country		3	16.67%
Rarely the regional contacts		3	16.67%
I have got no new contacts in this workshop		0	0.00%

10. In light of your participation will you take new initiatives or adjust your strategy in your organisation or work?

17 responders registered (94.44 % from 18)

Agree Strongly		4	23.53%
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Agree Moderately		7	41.18%
Agree Somewhat		4	23.53%
Disagree Moderately		1	5.88%
Disagree Strongly		1	5.88%

11. Has the information provided to you during the workshop helped/encouraged you to prepare inputs for the national trade policy/strategy formulation for the on-going trade negotiations?

18 responders registered (100.00 % from 18)

Agree Strongly		4	22.22%
Agree Moderately		11	61.11%
Agree Somewhat		2	11.11%
Disagree Moderately		1	5.56%
Disagree Strongly		0	0.00%

12. In light of your participation will you seek additional information, seek additional sources of information or seek new skills and training on multilateral trading system?

18 responders registered (100.00 % from 18 )

Agree Strongly		10	55.56%
Agree Moderately		5	27.78%
Agree Somewhat		2	11.11%
Disagree Moderately		0	0.00%
Disagree Strongly		1	5.56%

13. In light of workshop are you interested in participating in, or learning more about, other activities and services of the ITC?

18 responders registered (100.00 % from 18 )

Agree Strongly		14	77.78%
Agree Moderately		3	16.67%
Agree Somewhat		0	0.00%
Disagree Moderately		1	5.56%
Disagree Strongly		0	0.00%

Joint Action Plans and Local network capacity building

0 responders registered (0.00 % from 18)

1. Are you familiar with the national Joint Action Plan for the World Trade Net on how to address better the training and/or advice needs for your country’s business representatives?

18 responders registered (100.00 % from 18)

Yes		14	77.78%
No		4	22.22%

2. Does it address your needs for training and/or advice?

16 responders registered (88.89 % from 18)

Agree Strongly		6	37.50%
Agree Moderately		8	50.00%
Agree Somewhat		0	0.00%
Disagree Moderately		2	12.50%
Disagree Strongly		0	0.00%

3. Did you/your organisation participate in the preparation of the Joint Action Plan for your country?

16 responders registered (88.89 % from 18)

Yes		10	62.50%
No		6	37.50%

4. Is there a local network to address business concerns related to WTO/multilateral trading issues established in your country?

17 responders registered (94.44 % from 18)

Yes		17	100.00%
No		0	0.00%

5. How does this local network functions?

17 responders registered (94.44 % from 18 )

We have regular meetings and working groups		7	41.18%
We meet rarely on specific occasions only		6	35.29%
We keep in touch via Internet		4	23.53%
We don't have a local network to address the concerns related to Doha Development Round		0	0.00%

World tr@de Net e-mail newsletter; <http://www.worldtradenet.org/> and e-discussions  
 0 responders registered (0.00 % from 18 )

1. Do you receive the monthly World Tr@de Net e-mail newsletter?

18 responders registered (100.00 % from 18 )

Yes		18	100.00%
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No  0 0.00%

2. Does it provide useful/relevant information for your business on the recent developments in the WTO?

18 responders registered (100.00 % from 18 )

Agree Strongly		15	83.33%
Agree Moderately		2	11.11%
Agree Somewhat		0	0.00%
Disagree Moderately		1	5.56%
Disagree Strongly		0	0.00%

3. Has the information obtained from the newsletter helped /encouraged you to participate in public policy formulation?

18 responders registered (100.00 % from 18 )

Agree Strongly		9	50.00%
Agree Moderately		7	38.89%
Agree Somewhat		1	5.56%
Disagree Moderately		1	5.56%
Disagree Strongly		0	0.00%

4. Do you refer to the World Tr@de Net website for information?

18 responders registered (100.00 % from 18 )

Yes		17	94.44%
No		1	5.56%

5. What kind of information are you looking for on World Tr@de Net website?

18 responders registered (100.00 % from 18 )

Rules and latest developments of multilateral trading system		14	77.78%
Looking for contact information with other network members		7	38.89%
Looking for country specific information		9	50.00%
Looking at Network Forum		5	27.78%
I participated in Virtual (Internet) Conference		2	11.11%
I participated in e-discussions		6	33.33%
Other (please specify below)		1	5.56%

5.1. Specify

2 responders registered (11.11 % from 18 )

### 1. Actual WTO-related business cases to serve as training aids

1. We in Bulgarian are in an unique situation due to negotiations for EU membership and expected membership in 2007. It is recommended to have active dialogue with European Commission - Brussels before formulating Bulgarian positions in WTO framework.

### 6. How would you rate the quality of information available on the [www.worldtradenet.org](http://www.worldtradenet.org)?

18 responders registered (100.00 % from 18 )

Excellent		6	33.33%
Good		8	44.44%
Useful		3	16.67%
Not very useful		0	0.00%
Poor		1	5.56%

### 7. Can you find the information you are looking for easily?

18 responders registered (100.00 % from 18 )

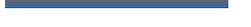
Agree Strongly		7	38.89%
Agree Moderately		10	55.56%
Agree Somewhat		0	0.00%
Disagree Moderately		0	0.00%
Disagree Strongly		1	5.56%

### Publications, research and development of business information materials

0 responders registered (0.00 % from 18 )

### 1. Have you ever used the following International Trade Centre publications in your work:

18 responders registered (100.00 % from 18 )

Business Guide to the world trading system		16	88.89%
Business Guide to the GATS		13	72.22%
GATS and the export of services		6	33.33%
Analytical papers and case studies		10	55.56%
Progress Reports on Doha Development Agenda		11	61.11%
Other (please specify below)		3	16.67%

#### 1.1 Specify

5 responders registered (27.78 % from 18 )

**All responses for question "1.1 Specify":**

1. International marketing and the trading system 2. International Trade Forum (Hard copy) 3. Anti-Dumping Proceedings: Guidelines for Importers and Exporters 4. Market Access Map (Hard copy and CD version)

All listed, including the Safeguards manuals - EU, US, Canada, Case study for Greece, Export Quality, etc.

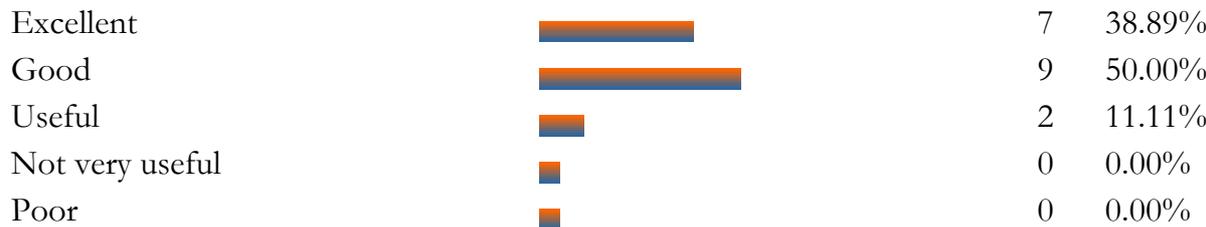
Publications on textiles and clothing (Agreement on Textiles and Clothing; Training materials on Agreement on Agriculture and Textiles & Clothing, WTN Newsletter information, and the materials given at the WTN workshops.

MacMaps

ITC Newsletter

**2. Do you find these publications comprehensible and relevant to your needs?**

18 responders registered (100.00 % from 18 )



**3. Have you ever recommended/distributed these publications to other business representatives in your country?**

18 responders registered (100.00 % from 18 )



**4. Do you have any comments, suggestions or recommendations for World Tr@de Net?**

11 responders registered (61.11 % from 18 )

All responses for question 4 “Do you have any comments, suggestions or recommendations for World Tr@de Net”:

“There should be an annual regional meeting (e.g., Asia)of WTN country network facilitators in order to get a face-to-face update on the developments in the multilateral trading system, and hear resource speakers on their fresh insights on the business implications of current WTO issues and negotiations.”

“As the WTO has its own problems about getting new agreements on the table, and frequent US-EU disputes on WTO rules there is global (at least in Croatia) feeling that WTO is not working any more. Because of that is it hard to attract new members who would embrace the learning and active role in promotion of WTO through the World Trade Net. We need some success stories from WTO rules and procedures to get more people involved, until now we lack such stories strongly. Even when WTO Conference gives “excellent progress report” – there is nothing new behind press releases – no new developments, nothing to report on. Especially to business community which has nothing to gain directly from this. Anyhow, we will try to continue to inform them through our WTN Newsletter (WTO vijesti) about WTO development. We hope that WTO will start to make difference once again, and that future news will be more about trade improvement, global growth and not about next conference lack of results, or US-EU trade dispute.”

“WTN is subject to WTO framework, rules, procedures, practice, etc. So I did already express and will repeat some of my personal views for the built in conflict of WTO between business and government. WTO is government structure with complicated decision making/ taking in terms of years, while any global business decisions are taken in terms of weeks/ months. WTO is lawyers friendly framework/ structure and some more business friendliness may be of help. Business is still doing significant and bigger part than state of world trade. Strategic feed back and/or changes are within national elections time lap of 4-5 years, while today business pace of change is within 6 -10 - 18 months. Any simplification and uniform structural approach to schedules in goods/ services, etc. as well as table format for easy world, regional comparison of tariffs, modes, etc. could be of help also. Any further steps of WTN in direction not simply to inform about WTO, but also to serve for business advocacy in WTO-Geneva in addition to regular national channels could be an answer to your question.”

No

“The World Trade Net has worked hard to foster private public sector interaction. Any shortfalls that may exist should be attributed to the individuals and not failure on the part of World Trade Net - you can take the horse to water but you cannot make it drink. The publications that are provided during workshops and the newsletters are very important in enhancing the understanding of the world trading system. I am very glad that I have had exposure to World Trade Net because it has changed my attitude towards WTO and international trade to the extent that I want to pursue an advanced degree which is trade related.”

“WTN regional programmes with area specific should be enhanced. The WTN country facilitators should be used more to strengthen WTN country needs. The facilitators should be gathered at least once a year to develop and exchange country and regional programmes, like ITC - WTN has done before. At such programmes, the Country Facilitators should be given opportunity to present and propose the country activities and plans and an open forum should be provided to interact and exchange the views.”

contacts must be frequent, specially on Free Trade Area developments

N/A

This survey was jointly answered by the WTN facilitator and a WTN member who attended a WTN workshop this year and is an expert in Agriculture. Newsletter: earlier distribution would be useful. October issue -Vol 5 No. 9- received December 2, 2004.

“1. World Tr@de Net should consolidate on the activities it has been running so far in which it has generally been very good and useful. 2. Currently there are informal technical sessions taking place in Geneva on a monthly basis under the Doha Round of multilateral trade negotiations. It would be useful if World Tr@de Net could produce monthly summaries on the implications of these discussions for business in the developing world.”

“There is need to speed up issues as it seems that ITC seem to be delay on handling of issues.”

**Annex 2. Survey of Participants in the Business for Development Forum in Rio de Janeiro**

There were 14 respondents representing about 35 percent of participants. We were unable to obtain valid email addresses for about 5 percent of participants and we are unable to be certain that the questionnaire reached all of the rest due to spam filters.

14 responders registered (100.00 % from 14)

Trade promotion office		1	7.14%
Other export promotion councils		1	7.14%
National Chambers of commerce and Business Association		5	35.71%
Private TSIs (similar services providers)		0	0.00%
Standard and Quality institutions		0	0.00%
Training organisations to support exports		1	7.14%
Government policy bodies		5	35.71%
Donors		1	7.14%
Business (SME, Other - which may be State owned enterprise, Multinational, large indigenous enterprise, etc.)		0	0.00%

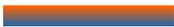
About You

14 responders registered (100.00 % from 14)

Andean Countries (Bolivia, Colombia, Ecuador, Peru & Venezuela)		2	14.29%
The Caribbean including Belize		5	35.71%
Central America		3	21.43%
Mercosur		3	21.43%
Other		1	7.14%

How would you rate the session in the following aspects?

14 responders registered (100.00 % from 14)

Excellent		6	42.86%
Good		7	50.00%
Average		1	7.14%
Below Average		0	0.00%
Poor		0	0.00%

Did the session provide for sufficient opportunity for dialogue and discussion?

14 responders registered (100.00 % from 14)

Excellent		2	14.29%
Good		12	85.71%
Average		0	0.00%
Below average		0	0.00%
Poor		0	0.00%

Did the range of topics covered respond to your concerns and interests?

14 responders registered (100.00 % from 14)

Agree Strongly		8	57.14%
Agree Moderately		5	35.71%
Agree Somewhat		0	0.00%
Disagree Moderately		1	7.14%
Disagree Strongly		0	0.00%

What was the quality of the materials, presentations, projection of slides, and translation?

14 responders registered (100.00 % from 14)

Excellent		7	50.00%
Good		7	50.00%
Adequate		0	0.00%
Some deficiencies		0	0.00%
Poor		0	0.00%

Did the session provide you new information on issues in the Multilateral Trading System?

14 responders registered (100.00 % from 14)

Excellent		4	28.57%
Good		8	57.14%
Useful		2	14.29%
Not very useful		0	0.00%
Poor		0	0.00%

Did the session provide you new information on current and prospective issues in the Doha or regional negotiations that would be difficult for you to obtain from other sources?

14 responders registered (100.00 % from 14)

Excellent		5	35.71%
Good		4	28.57%
Useful		5	35.71%
Not very useful		0	0.00%
Poor		0	0.00%

Did the session provide you with new information or insights into trade and economic developments in the region?

14 responders registered (100.00 % from 14)

Excellent		4	28.57%
Good		6	42.86%
Useful		4	28.57%
Not very useful		0	0.00%
Poor		0	0.00%

Did the session provide you with new information or new perspectives on issues relevant to your industry, organisation or work?

14 responders registered (100.00 % from 14)

Excellent		4	28.57%
Good		7	50.00%
Useful		3	21.43%
Not very useful		0	0.00%
Poor		0	0.00%

Did you find the session useful in making contacts and exchanging information with business and government representatives in the region or internationally?

14 responders registered (100.00 % from 14)

Excellent		5	35.71%
Good		7	50.00%
Useful		2	14.29%
Not very useful		0	0.00%
Poor		0	0.00%

In light of your participation will you take new initiatives or adjust your strategy in your organisation or work?

13 responders registered (92.86 % from 14)

Agree Strongly		3	23.08%
Agree Moderately		9	69.23%
Agree Somewhat		0	0.00%
Disagree Moderately		1	7.69%
Disagree Strongly		0	0.00%

In light of your participation will you seek additional information, seek additional sources of information or seek new skills and training?

13 responders registered (92.86 % from 14)

Agree Strongly		8	61.54%
Agree Moderately		3	23.08%
Agree Somewhat		2	15.38%
Disagree Moderately		0	0.00%
Disagree Strongly		0	0.00%

In light of the session are you interested in participating in, or learning more about, other activities and services of the ITC?

14 responders registered (100.00 % from 14)

Agree Strongly		12	85.71%
Agree Moderately		2	14.29%
Agree Somewhat		0	0.00%
Disagree Moderately		0	0.00%
Disagree Strongly		0	0.00%

Do you have any general comments on the Business for Development Forum in Rio de Janeiro?

6 responders registered (42.86 % from 14)

No general comments.

Bien organizado, sobre temas relevantes y en un momento oportuno; observé alto grado de satisfacción de los participantes con los cuales interactué; me permitió apreciar además la calidad del staff y de las publicaciones del (Chamber of Commerce and Industry) con el cual no estaba muy informado en los años más recientes.

Excellent organisation job, speakers were up to date and participators were at the same level. keep the good work.

Todas las ponencias estuvieron a la altura de la Organización Mundial del Comercio (WTO) pero creo que tienen que revisar con un poco de cuidado estas pues como ejemplo la ponencia de Cuba estuvo muy por debajo de las demás debido a que aquel país está muy por debajo de las líneas de competitividad mundial.

ME PARECE QUE LA PARTICIPACION DEL SEÑOR RICCUPEO FUE POR MUCHO LA MEJOR DE TODAS. LA CLARIDAD QUE TIENE SOBRE EL ESCENARIO COMERCIAL MUNDIAL SIRVIO PARA PONER MUCHOS ELEMENTOS EN CONTEXTO. CREO QUE LA INICIATIVA EN GENERAL FUE MUY BUENA, UN POCO INTENSAS LAS REUNIONES POR LO CARGADO DE LA AGENDA, PERO EN GENERAL MUY ILUSTRATIVA E INTERESANTE. EL MATERIAL DE APOYO DEL ITC SIEMPRE ES VALIOSO

We could have done with more printed summaries of the meeting. I would like to record my appreciation for the tremendous effort made from a great distance away to make sure that everything went well.

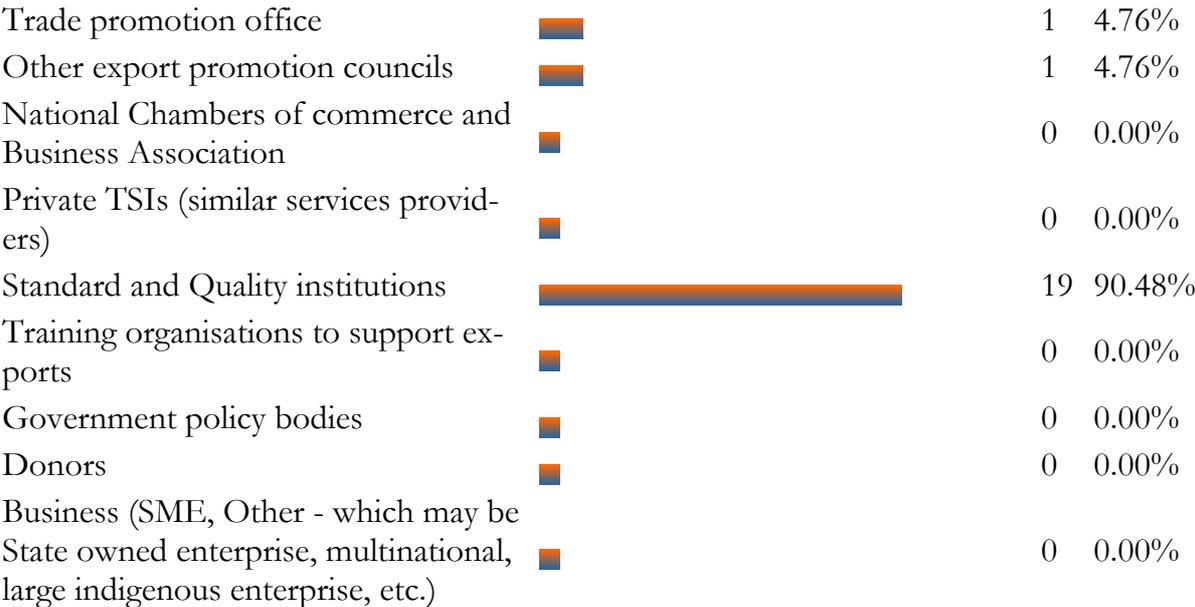
**Annex 3. Survey of the Utilization of ITC Products Related to Standards and Export Quality Management**

21 responders registered

Survey of the Utilization of ITC Products Related to Standards and Export Quality Management

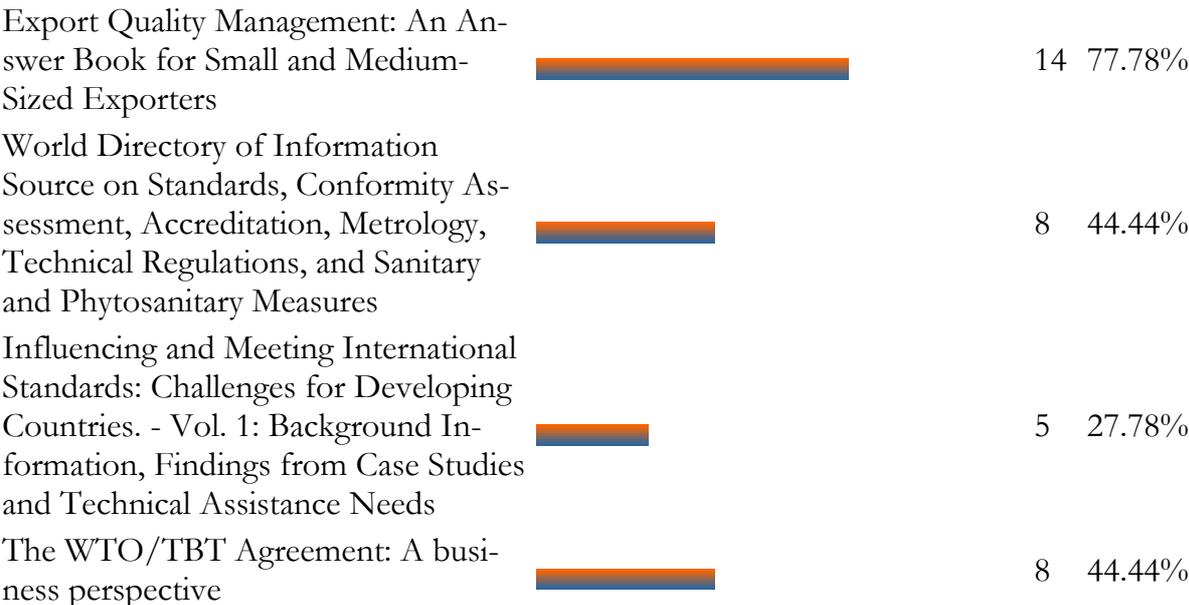
Are you primarily associated with:

21 responders registered (100.00 % from 21)



Are you familiar with any or all of the following ITC publications on standards and quality (mark the appropriate)?

18 responders registered (85.71 % from 21)



Information pack on Improving and Maintaining Market Access through Standards and Conformity Assessment		1 5.56%
Export Quality Bulletins		11 61.11%

How did you obtain these publications?

18 responders registered (85.71 % from 21)

They were distributed during a workshop on standards and quality I participated in		3 16.67%
I bought them		1 5.56%
I received electronic version from a standardization, quality assurance, accreditation, metrology institution/government body/ other		3 16.67%
Other (specify)		11 61.11%

Specify

12 responders registered (57.14 % from 21)

All responses for question "Specify":

Donation

Like ISO, Standards New Zealand does not engage in any form of compliance testing or accreditation functions. I am not aware that I have ever seen an ITC publication. The survey makes the presumably incorrect assumption that we have at least one of these pub

I received this publication from the International Trade Centre, Palais des Nations, Geneva, Switzerland

Hard copies from ITC office in Geneva.

We asked to be put on a mailing list recently

Through on-going cooperation with Market Analysis section

Received copies from ITC

I received it from ITC, Palais des Nations, Geneva, Switzerland

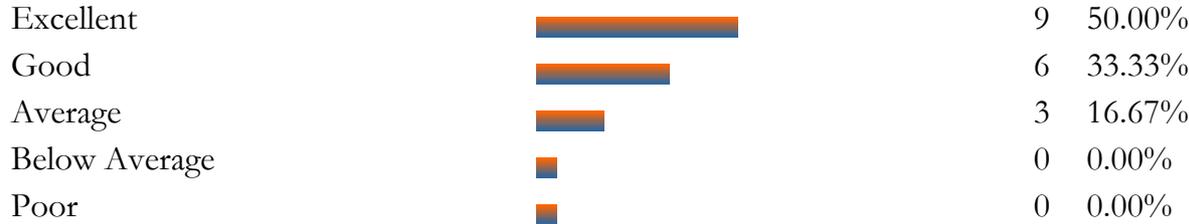
We are working with ITC in the Cuban Versión

Ordered them directly from ITC publications department.

From ISO - Informations from members countries - During a meeting  
Through contact with officers at ITC

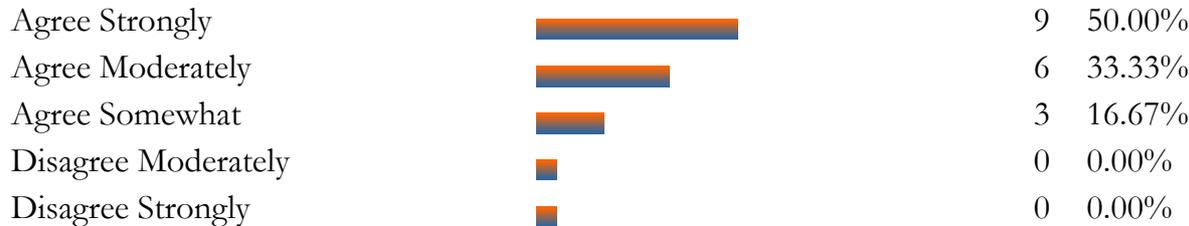
How would you rate the quality of publication(s)?

18 responders registered (85.71 % from 21)



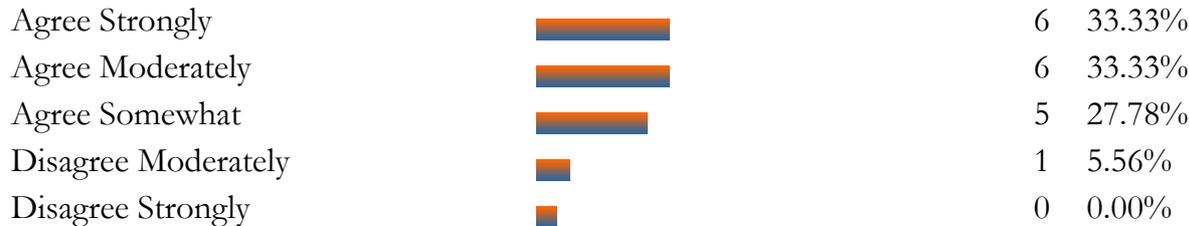
Did the range of topics covered in the publication(s) respond to your concerns and interests?

18 responders registered (85.71 % from 21)



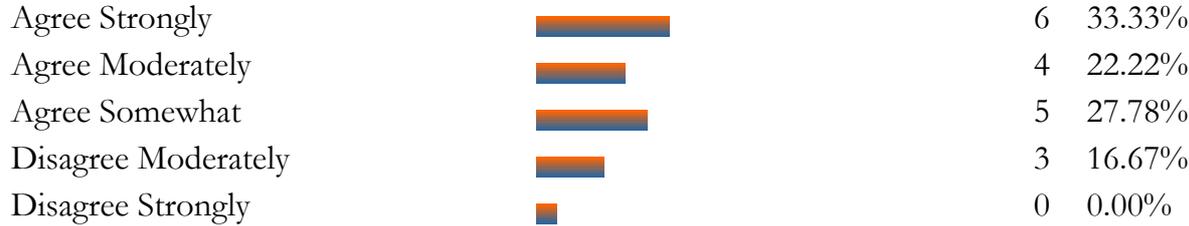
Did the publication(s) help you in taking export related decisions or in supporting quality and standards infrastructure?

18 responders registered (85.71 % from 21)



Do you use the publication(s) for reference in your daily work?

18 responders registered (85.71 % from 21)

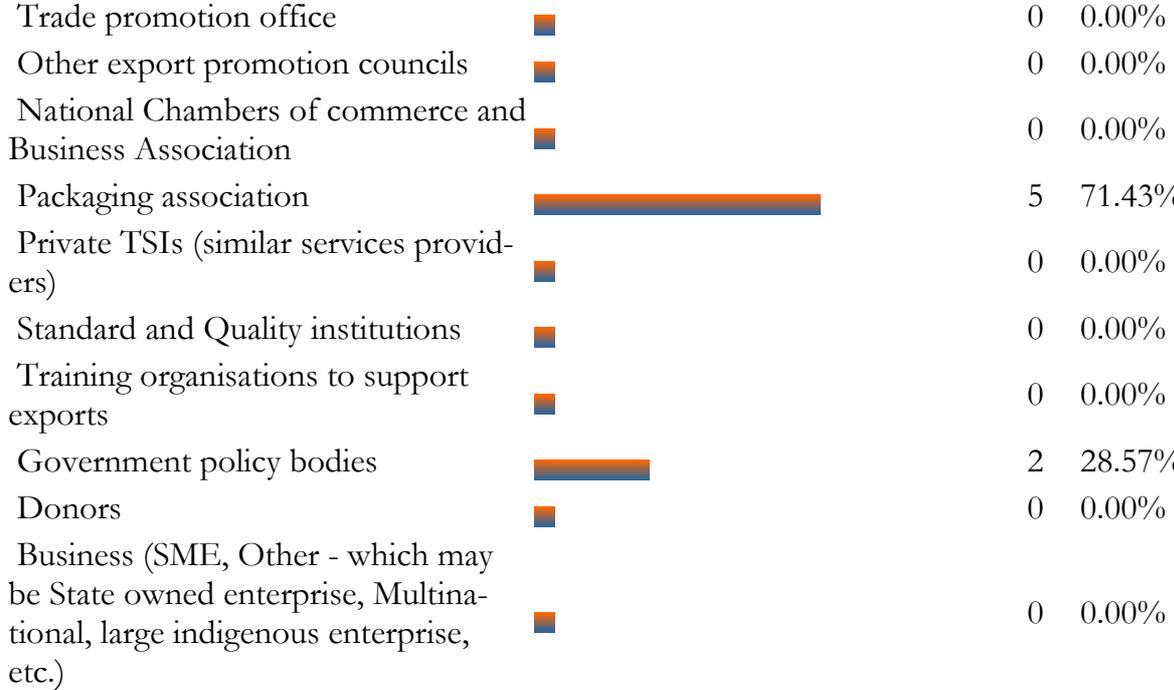


**Annex 4 Survey of ITC Partners on Packaging**

The survey was conducted of the 13 partner institutions who work closely with ITC on packaging. There were 7 respondents to the survey.

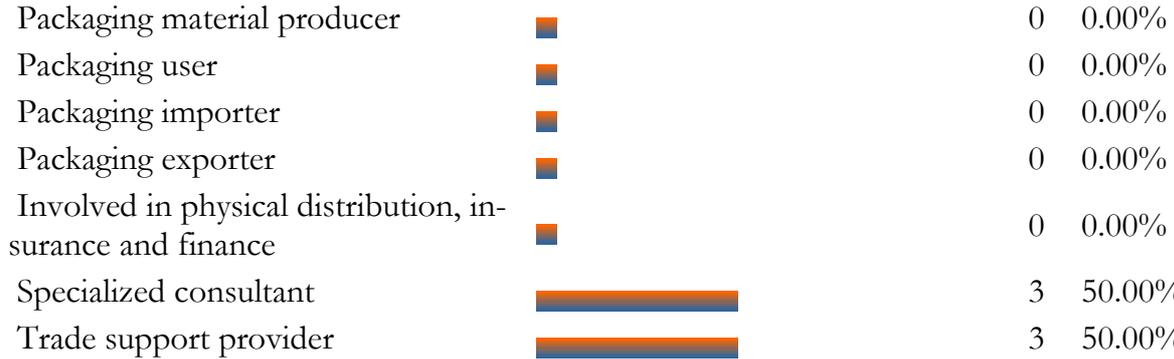
Are you primarily associated with:

7 responders registered (100.00 % from 7)



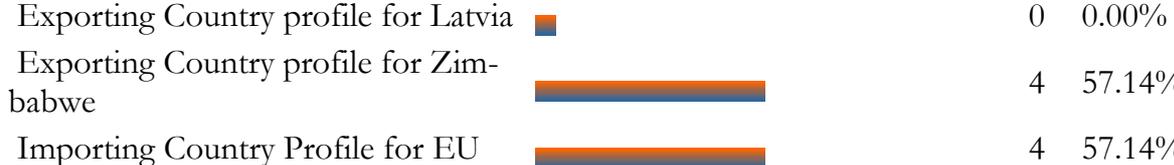
If you are associated with business, then are you

6 responders registered (85.71 % from 7)



Are you familiar with ITC publications on packaging (mark the appropriate)?

7 responders registered (100.00 % from 7)



Importing Country Profile for USA		2	28.57%
Export Product Profile: Cut Flowers		1	14.29%
Export Product Profile: Hides and Skins		0	0.00%
Export Product Profile: Fresh Fruit & Vegetables		4	57.14%
Export Product Profile: Dried Fruit & Vegetables		1	14.29%
Packaging Material Profile: Paper and Board		5	71.43%
Packaging Material Profile: Plastics		2	28.57%

How did you obtain these publications?

7 responders registered (100.00 % from 7)

They were distributed during a workshop on packaging I participated in		0	0.00%
I bought them		0	0.00%
I received electronic version from a packaging institution/government body/ other		1	14.29%
I received printed version from a packaging institution/government body/ other		2	28.57%
Other (specify)		4	57.14%

How did you obtain these publications?

5 responders registered (71.43 % from 7)

**All responses for question "How did you obtain these publications?":**

I received the publication from a workshop co-organised by ITC & my institute.

ITC through their consultants From other packaging professionals

we conducted a workshop with the ITC, (packit) in Sri Lanka

Donation from ITC

Ours is a Packaging Institute. ITC was involved in setting up our Institute in 1975. We received an e-mail from ITC.

How would you rate the quality of publication?

7 responders registered (100.00 % from 7)

Excellent		3	42.86%
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Good		3	42.86%
Average		1	14.29%
Below Average		0	0.00%
Poor		0	0.00%

What is the character of your cooperation with the ITC:

7 responders registered (100.00 % from 7)

I am a local contact person for ITC on packaging issues		2	28.57%
I have participated in a workshop on packaging prepared by ITC		1	14.29%
I was presenter in a workshop on packaging prepared by ITC		0	0.00%
I use various ITC material on packaging (PACKit profiles, packaging publications etc.) in my work		4	57.14%
I use ITC consultants' presentations and other support material in training of local business representatives		0	0.00%

If you are a local contact person on packaging issues for the ITC, then how frequent is your cooperation/communication with them?

5 responders registered (71.43 % from 7)

We are in touch on regular bases and we exchange information regularly		2	40.00%
They contact me rarely		1	20.00%
I contact them rarely		0	0.00%
We just organized together one workshop		2	40.00%

Do you:

7 responders registered (100.00 % from 7)

Use the different publications of ITC when organising seminars/presentations for local business community		6	85.71%
Use the ITC's consultants presentations in your work/seminars/presentations for local business community		1	14.29%
Use other technical support provided by ITC (specify)		2	28.57%

Specify

3 responders registered (42.86 % from 7)

**All responses for question "Specify" :**

- Packaging Design: A practical Manual - Manual on the packaging of fresh fruits and vegetables - Manual on wooden packaging

ITC funded the preparation of PACKit Philippine Packaging Export Profile

We did not receive any publication for the last one decade

If you participated in the packaging workshop organized/prepared by ITC How would you rate the quality of the workshop organisation and the speakers?

5 responders registered (71.43 % from 7)

Excellent		1	20.00%
Good		4	80.00%
Average		0	0.00%
Below Average		0	0.00%
Poor		0	0.00%

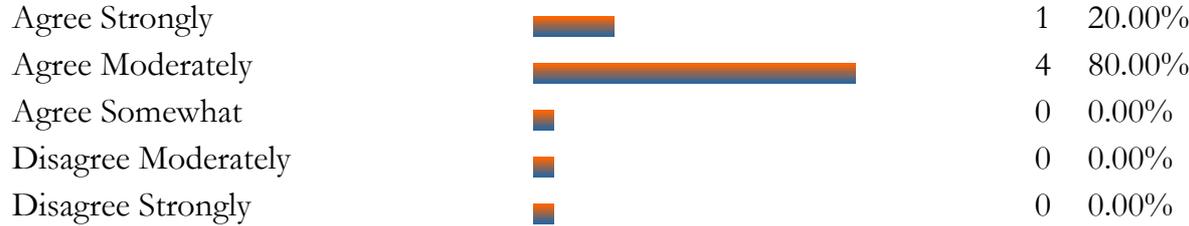
Did the workshop provide for sufficient opportunity for dialogue and discussion?

5 responders registered (71.43 % from 7)

Excellent		0	0.00%
Good		4	80.00%
Average		1	20.00%
Below average		0	0.00%
Poor		0	0.00%
Poor		0	0.00%

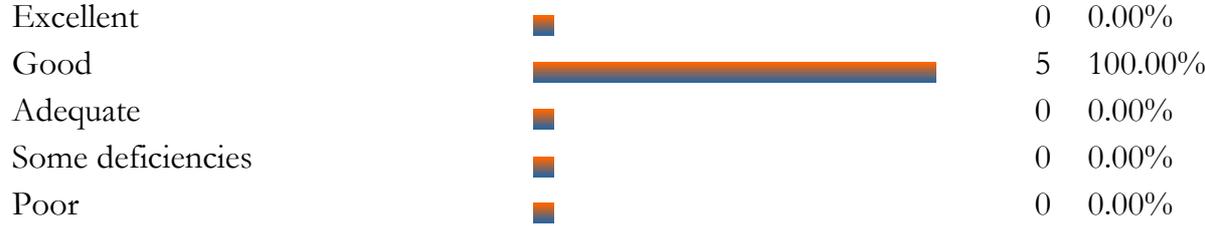
Did the range of topics covered respond to your concerns and interests?

5 responders registered (71.43 % from 7)



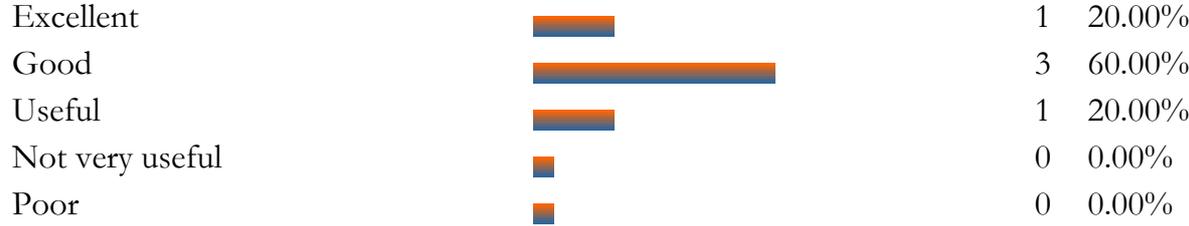
What was the quality of the materials, presentations, projection of slides, and translation?

5 responders registered (71.43 % from 7)



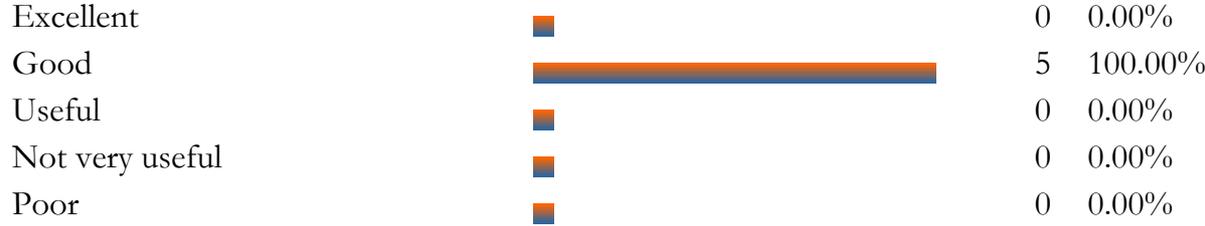
Did the workshop provide you new information on issues in the field of packaging and impacts of globalisation on it?

5 responders registered (71.43 % from 7)



How precise was the perception and presentation of your country's problems in packaging field?

5 responders registered (71.43 % from 7)



Did the workshop or materials lead you to seek additional information or knowledge on packaging?

5 responders registered (71.43 % from 7)



Sought some information		2	40.00%
Did not seek additional information		0	0.00%

How would rate the follow-up activities of ITC with respect to packaging?

5 responders registered (71.43 % from 7)

Very good		2	40.00%
Limited		3	60.00%
Poor		0	0.00%