

## ***Private Sector Development Programme***

***Joining forces to Empower the African  
Private Sector Network to strengthen the  
international competitiveness of SMEs***

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# Project Summary

<p><b>Project Title</b> Private Sector Development Programme Joining forces to Empower the African Private Sector Network to strengthen the international competitiveness of SMEs</p>	<p>Project Number:</p>
<p><b>Countries</b> Selected African countries (List provided under specific capacity-building interventions)</p>	
<p><b>Development Objectives</b></p> <p>The overall aim of this project is to (1) Activate the African Network of SME development experts and intermediary organizations (IOs) as initiated in 2010 through the CIDA funded project (<i>Creation of the first Pan-Africa trainers and advisers' network for African exporters and their supporting IOs</i>) and (2) Strengthen the capacities of IOs to act as national focal points to assist exporting SMEs to become more competitive. The programme will provide skills, tools, and know-how to diagnose and solve the problems facing enterprise managers, focussing on packaging, quality and supply chain management. The programme will focus on delegation of programme delivery and ownership and increase the reliance on network members.</p>	
<p><b>Alignment with ITC's Strategic for Africa</b></p> <p>Africa's participation in world trade, with only a 3% share, is hampered by weak diversification in terms of structure and destination. Approximately 80% of Africa's exports are oil, minerals, and agricultural goods; with fuels and mining constituting the largest share. The core of the agenda now lies in tackling supply-side constraints; invigorating trade promotion and development at the national level; mainstreaming trade into poverty reduction strategies and national or regional development frameworks; and strengthening networks of SME export development experts. This programme is fully aligned to ITC key impact areas as delineated in ITC strategy for Africa: Developing the Private Sector and Deploying Networks of Experts. (<i>More on "ITC in Africa" on page 27</i>)</p>	
<p><b>Direct synergies with ITC projects in Africa</b></p> <p><b>Export packaging in Africa.</b> ITC's Export Packaging practice in Africa focuses on:</p> <ul style="list-style-type: none"> <li>✓ Developing competitive packaging supply chains that meet the technical regulations and standards for exporting successfully</li> <li>✓ Developing the quality and sustainability of local packaging expertise</li> <li>✓ Developing competitive applications of packaging for product marketing and communications.</li> </ul> <p><b>Export quality in Africa.</b> ITC's Export Quality Management programme in Africa focuses on:</p> <ul style="list-style-type: none"> <li>✓ Expanding its outreach of through the consolidation of partner and network approach in the area of export quality management</li> <li>✓ Complementing the work of ITC and ISO by assisting enterprises to implement the ISO standards for market access</li> <li>✓ Building an active dialogue and collaboration between African Trade Promotion Organizations and National Standards Bodies</li> <li>✓ Strengthen the capacities of IOs to better assist SMEs in their efforts to ensure food safety</li> </ul> <p><b>Supply Chain in Africa.</b> ITC's Supply Chain programme in Africa focuses on:</p> <ul style="list-style-type: none"> <li>✓ Expanding the outreach of the programme, by continuing the existing programme strategy of partnering</li> </ul>	

- with strong and committed local institutions, to offer the courses at a financially sustainable basis.
- ✓ Expanding the network, extending the promotion and marketing of the programme, and the delivery of online support is administered through an expanded MLS-SCM<sup>®</sup> LearningNet.

*(More on the direct synergies: pages 30 to 33)*

### **Indirect synergies with ITC projects in Africa**

The programme will act as a bridge between ongoing projects and future initiatives in Africa. It will provide a solid and reliable network of SME export development experts, which can be mobilized during the inception and implementation phases of ITC ongoing and pipeline projects in Africa and serve different audiences and purposes:

Uplift the ability of African consultants to deliver better quality and more consistent project proposals targeting EIF W2 funding:

- ✓ Enhanced Integrated Framework Tier II (EIF)

Mobilize the Network of certified experts in Packaging, Quality, Supply chain:

- ✓ Strengthening Competitiveness in Selected Sectors through Trade Capacity-building (NTF II) (Mobilize the Network of certified experts in Packaging, Quality, Supply chain);
- ✓ Programme for building African Capacity for Trade" (PACT II) (Mobilize the Network of certified experts in Packaging, Quality, Supply chain);;
- ✓ ACCESS! For African Businesswomen in International Trade (PACT II ACCESS!);
- ✓ Women and Trade;
- ✓ Southern African Development Community - Supply Chain and Logistics Programme (SADC – SCLP);
- ✓ Strengthening the Pineapple Value Chain in Selected West African Countries;
- ✓ Agricultural Commodity Development and Diversification Programme for the African Countries (ACP/EU Commodities);
- ✓ ITC's Africa Network of Enterprise-Level Trainers and Advisers;
- ✓ Fairtrade Labelling Organization (FLO) Partnership and;
- ✓ Le commerce au service de l'intégration des économies des pays de la francophonie au système commercial multilatéral

### **Expected outcomes**

The programme is composed of four components and the main outcomes to be achieved are listed below:

- ✓ *Outcome 1: Capacities of the packaging experts strengthened and Network of IOs and experts established*
- ✓ *Outcome 2: Capacities of the quality management experts strengthened and Network of IOs and experts established*
- ✓ *Outcome 3: Trade Promotion Organizations (TPOs) and National Standards Bodies (NSBs) work closer (Enhanced Linkages for Export Success)*
- ✓ *Outcome 4: Capacities of the supply chain experts strengthened and Network of IOs and experts established*

### **Timing**

April 2011 to September 2011 (six [6] months). Given the timeframe, an accelerated workplan has been put in place and is further explained in the activities below.

### **Counterpart(s) and other partners**

Intermediary organizations (IOs) as listed in respective capacity-building activities of the project document

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# Project Plan

## Background

As a follow up to the Trainers & Advisers Network for Africa meeting which took place on 20/21 July 2010 in Kampala, Uganda (initiative funded by the Canadian government (CIDA) and within the context of the recommendations adopted by the participants, selected Network members met in Nairobi, Kenya on 13 December 2010 to lay the foundation for the Experts Network and agree on the critical parameters to be articulated for the envisaged Network Activation. The overall aim of the above mentioned initiative is to create the first-ever Pan-Africa trainers and advisers' network for African exporters and their supporting IOs.

A key focus is the active management and deployment of this network to continue providing high-quality business development services to end beneficiaries. With the combined and coordinated input of all network members offering a good platform of ITC trained/certified experts, the Network Activation aims at consolidating, synchronizing, scaling and sustaining capacities to strengthen the competitiveness of SMEs.

Pro€Invest and ITC recognize that to achieve this sustainable development objective it is essential to nurture, empower and mobilize networks of local IOs and affiliated consultants/experts who will act as multipliers in the field.

While ITC has a solid network of enterprise management development experts in Africa, other networks such as quality, packaging and supply chain still need to be upgraded, consolidated and formalized. An accelerated programme aiming at the upgrade of such networks will help bring together the various Experts Networks that exist in Africa and will feed into the envisaged Network Activation on which ITC is investing major efforts in 2011.

Pro€Invest's objectives and priorities are to promote investment and technology flows to enterprises, encourage partnerships between IOs, contribute to the development of high-quality services by IOs (by consolidating their structures, upgrading their services and ensuring their better positioning within their business environment).

ITC has developed extensive experience in providing practical TRTA to developing, and least developed countries. ITC's main strength lies in its private sector orientation, and ability to provide practical solutions for business support institutions, enterprises and policy makers. ITC supplies tested solutions in a range of fields relating directly to trade competitiveness at the company level, such as exporter training; supply chain management; packaging and labelling, quality and standards. In each of these disciplines, a variety of methodological tools, training packages (many of them in the form of training-of-trainers materials), software applications, databases, and publications are available. These are adapted to the regional and national contexts, in close collaboration with and for roll-out by relevant partner institutions in the countries and regions concerned.

Taking into account the importance of the private sector as the engine of growth and the mutual benefits for ITC and Pro€Invest to join forces for the benefit of the African business community, the two organizations have held discussions towards initiatives aiming at strengthening the capacities of IOs, affiliated consultants/experts, and SME managers in selected African countries. These initiatives will ensure that the business community and, more specifically, SME managers, have access to the latest knowledge and competencies required to become more competitive in local, regional, and international markets. This is particularly important in today's economic context, where successful countries are essentially the result of successful enterprises.

## Rationale

In a fast changing business environment, exporters from developing countries face strong competition from companies operating in global value chains. Doing business for these enterprises means the ability to balance managerial skills, production capabilities, and marketing expertise to meet international market demand, and international standards. To be competitive, enterprises must understand end-market requirements, plan strategically, manage resources, set-up robust operations, produce marketable products, and reach their target customers through the right channels. For these companies to develop and grow sustainable exports, it is

critical that they have access to business development services that are adapted to their needs today, and in the longer term. A joint review of ITC and ProInvest capacities created in Africa has been completed, and has highlighted the following programmes as the priority: Packaging, Quality, and Supply Chain (further details provided on Project content as well as Needs and Challenges).

## Key features of the inception phase of the Network Activation

- ✓ The commitment, willingness and expertise to create and activate the network are secured in priority countries in Africa
- ✓ This is an African initiative: by Africa for Africa. The programme will therefore seek strategic partnership with relevant African IOs which have the capacities to absorb and replicate capacity building programmes to (1) assist the business community in their respective countries and (2) act as ITC's multipliers in Africa to replicate the programmes in other African countries.
- ✓ The Network Activation will follow a two dimension perspective: (1) institutional and (2) trainers and advisers. It will take into consideration recent developments on ITC portfolio of services and programmes at the institutional and enterprise levels as well as the business model and activation to market
- ✓ Key themes are: delegation of programme delivery, increase reliance on network members, sustainability, relevance and effectiveness of the ways to market, standard processes and content
- ✓ The uniqueness of the network will be articulated around its connection within the export value chain.

## Expected benefits for the Network

The envisaged Network will benefit several stakeholders:

For IOs and the Network itself:

- ✓ Update and upgrade on programmes aiming at enhancing the international competitiveness of SMEs
- ✓ Master ITC tools to conduct rigorous and efficient diagnostics of SMEs
- ✓ Design competitive international business strategies for SMEs
- ✓ Put in practice the skills learned to advise enterprises on export management issues
- ✓ Work with ITC partner institutions at the national or international level
- ✓ Work with ITC and/or other international organizations for future international projects
- ✓ Join the African network and benefit from latest materials, tools and business opportunities
- ✓ Receive online technical support from ITC
- ✓ Once they enter the network, participants become eligible to participate in a variety of national and international development programs. These can vary from training-of-trainer programmes to direct assistance to export businesses

For Enterprises:

- ✓ The Network will offer a competitive qualification which will in turn provide assurance to business owners about the quality and reliability of the export advisory service
- ✓ Ultimately, the availability of superior services on SME export development will enhance the international competitiveness of SMEs

For Donors:

- ✓ A network of qualified advisors available for further private sector development assignments (from ITC and others)
- ✓ A network of qualified advisors to extend advisory reach and development impact.

## Development objective

The overall aim of this project is to (1) Activate the African Network of SME development experts as initiated in 2010 through the CIDA funded project aiming at the creation of the first Pan-Africa trainers and advisers' network for African exporters and their supporting intermediary organizations (IOs) and (2) strengthen the capacities of IOs which will act as national focal points to assist exporting SMEs to become more competitive through the capitalization on existing capacities in Africa. The programme will provide skills, tools, and know-how to diagnose and solve the problems facing enterprise managers, focussing on packaging, quality and supply chain management.

The programme will focus on delegation of programme delivery and ownership and increase the reliance on network members. To ensure local ownership, project sustainability, and facilitate an institutional anchorage of the activities performed, IOs will always be associated with all activities performed (whether capacity-building, strategic, organizational, or operational). Geographical coverage, as well as selection of benefiting/partner IOs, has been made in such a way so as to optimize ITC's efforts in the field and maximize impact.

Within the context of the private sector development focus of Pro€Invest and the International Trade Centre (ITC), and as a follow-up to the recent exchanges held between the two, the following programmes have been identified as potential initiatives. To this end, Pro€Invest and ITC have jointly designed a programme aiming at strengthening the international competitiveness of small and medium-sized enterprises (SMEs) in the areas of packaging, quality and supply chain selected countries in Africa.

## Project strategy

Given the time frame, major efforts have been put in place to focus on ongoing programmes, to which the project will contribute rather than create new parallel initiatives. The envisaged project will not only reinforce the ongoing projects, but will also help consolidate the capacities created by Pro€Invest and ITC to further deploy them in future projects. The project strategy will follow a systematic approach aiming at:

- ✓ *Consolidating.* Keeping the momentum reached in ITC priority countries and maintaining the existing export development capacities.
- ✓ *Multiplying.* One-to-one-to-many: Developing successful models of intervention with a selected SME export development experts, to pave the way for reliability in their respective countries/regions.
- ✓ *Owning.* Creating the conditions for the beneficiary organizations to progressively acquire full ownership of the capacities created, and act as Centres of Excellence.
- ✓ *Mobilizing.* Enabling the beneficiary IOs to mobilize the capacities of the SME export development experts, so as to expand the outreach of services and activities.
- ✓ *Sustaining.* Enabling the beneficiary IOs to ensure self-sustainability from a financial, technical, and operational perspective.

## Sustainable development

The major contribution of this project to sustainable human development will be in the area of employment generation, and economic stability. Enhancing export competitiveness of African SMEs, and enabling IOs to provide better business support, will lay the basis for a more stable and dynamic business environment, which in turn will lead to employment generation. The improvement of the business environment is likely to have a positive impact on the employment situation of young entrepreneurs, which represent a large part of the population in Africa, though not a goal of the project, this would be a positive secondary effect. Throughout this project, special emphasis will be placed on involving women in capacity-building trainings, thus contributing to Millennium Development Goal (MDG) 3, promoting gender equality and empowerment of women.

## Project content

The logical framework (please see Annex I) provides a tabular overview of the outcomes, outputs, and planned activities. Reflecting the needs identified in priority countries, and contributing to ITC ongoing projects, the project is conceived around four components. These four components each comprise a set of activities,



matching the intended outcomes, and delivering the specific outputs set out above.

## Project Target beneficiaries

In order to achieve its objective, the project shall target the following beneficiaries:

- i) The main *export oriented IOs (Business Development Services Providers [BDSPs], Trade Support Institutions [TSIs], Trade Associations)*: The existing IOs will include the main export oriented and largely private sector entities, as well as local or sectoral member business associations, including associations of women entrepreneurs, when relevant. To ensure the widest impact, the selected IOs will need to have a sectoral and geographic reach. The project will aim to build capacities of these providers, and include a meaningful number of their staff.
- ii) *IOs staff and affiliated consultants/experts.*
- iii) *SME managers including women entrepreneurs* will benefit from the expertise created in the selected countries.

## Needs and challenges

The diversity of countries in Africa provides significant scope for a needs-based approach, which is increasingly customized in order to achieve maximum impact. Based on needs assessment reports (such as Aid for Trade reviews and diagnostic trade integration study [DTIS] matrices), the needs expressed by partners through formal requests to ITC and Pro€Invest for technical assistance, and on feedback within existing projects, a joint review has been completed by ITC and Pro€Invest and has highlighted the following programmes as the priority for Africa: Packaging, Quality, and Supply Chain.

This project has been designed in such a way that it fulfils the following:

- (1) synergies with ongoing ITC projects and does not create new initiatives;
- (2) contributes to reinforce both Pro€Invest and ITC's efforts in selected countries;
- (3) builds strong linkages with key European Commission (EC) programmes for the benefit of the African countries; and
- (4) is actionable within the given timeframe.

More specifically the needs identified in priority countries are:

### **Packaging for Export**

Export packaging is a vital component of export success. Competitive export packaging ensures that products arrive safely, well preserved and protected, in accordance with trade regulations, and in a form that provides distinctive and appealing product visibility. SMEs in developing countries face major challenges in accessing export services, to guide them through packaging optimization for export:

Exporting SMEs face six key challenges in export packaging:

- ✓ Ensure goods reach their final destination in perfect condition;
- ✓ Optimize functional requirements of packaging to deliver superior customer satisfaction;
- ✓ Guarantee safety and traceability throughout the entire supply chain;
- ✓ Provide packages that meet international, regional and local regulatory constraints;
- ✓ Communicate identity and unique product features; and
- ✓ Provide distinct merchandising visibility and on-shelf differentiation.

Additionally, exporters often struggle to:

- ✓ Minimize product damage and waste, and optimize costs;
- ✓ Maximize packaging material usage;
- ✓ Understand target market regulations and satisfy its requirements; and
- ✓ Identify and use national packaging resources, to their maximum.

### Quality for Export

Quality is a prerequisite for successful market access and increasing revenues from export. However, meeting technical requirements in the international marketplace is a challenge for many exporters. According to ITC's research, approximately 80% of the problems faced by exporters are in the area of technical barriers to trade (TBT), as well as sanitary and phytosanitary measures (SPS). ITC experience suggests that exporters in developing countries experience four main challenges to overcome technical barriers to trade and access new markets:

- ✓ Obtain information about the mandatory technical regulations and voluntary standards applicable in the importing country;
- ✓ Adapt their products to meet these requirements efficiently;
- ✓ Demonstrate that the products meet the relevant requirements; and
- ✓ Obtain the necessary support at each step from the national quality infrastructure, which in many developing countries is not up to standard.

### Export Value Chain Management

As globalization continues to increase competition across global supply chains, it becomes ever more crucial to plan, manage, and monitor this crucial function at enterprise and sector levels. Enterprises worldwide have reaped the benefits of better supply chain management through ITC's Supply Chain Management (MLS-SCM<sup>®</sup>) programme, reducing their costs, and lead times, while improving productivity, quality, streamlining processes, as well as strengthening relationships and collaboration across the supply chain.

SME executives in developing countries face the following business related challenges:

- ✓ Optimized sourcing options;
- ✓ Optimized movement and storage of goods from source of production to point of consumption;
- ✓ Export market demands.

While the above reflect the identified needs at the micro and meso levels, ITC also has to attend to a broader challenge reflected by the absence of coordination among enterprise-level initiatives in Africa, lack of capitalization on existing expertise within the region, and tendency to duplicate that which has already been created or optimized by others.

The priority focus of this project will then be to capitalize on, upgrade and deploy networks of SME export development experts (Packaging, Quality, Supply Chain) in selected African countries.

## Project outcomes

The programme is composed of four components and the main outcomes to be achieved are listed below:

- ✓ *Outcome 1: Capacities of the packaging experts strengthened and Network of IOs and experts established*
- ✓ *Outcome 2: Capacities of the quality management experts strengthened and Network of IOs and experts established*
- ✓ *Outcome 3: Trade Promotion Organizations (TPOs) and National Standards Bodies (NSBs) work closer (Enhanced Linkages for Export Success)*
- ✓ *Outcome 4: Capacities of the supply chain experts strengthened and Network of IOs and experts established*

# Joining Forces to Empower the African Private Sector Network to strengthen the international competitiveness of SMEs in the areas of packaging, quality and supply chain

## Background and objective

ITC and ProInvest have built capacities in several regions/countries in various fields of expertise (quality management, packaging, labelling, supply chain, etc.). There is a need now to consolidate, synchronize, scale-up, and sustain the capacities built, so as to strengthen SME competitiveness. Building on the capacities created, successes, and lessons learned this project will aim to mobilize SME networks of export development experts in the specific areas of packaging, quality and supply chain in selected African countries.

The proposed intervention will seek to consolidate achievements made in priority countries in enterprise competitiveness by up-dating and strengthening the network of trainers and expert advisers for exporting SMEs, in order for exporters and their supporting IOs to benefit from increased integrated business advisory support services. The objective of this programme is to empower IOs' staff, and affiliated consultants/experts, to provide packaging, quality and supply chain management training and coaching to SMEs.

This programme is structured through a series of workshops, during which trainers/advisers will be trained on ITC's tools and services in order to enhance their knowledge and skills on specific business-related issues: packaging, labelling, export quality management and standards, and supply chain management.

## Component 1: Maximizing export performance through better packaging solutions

Immediate objective: Improve the capacities of IOs and experts to offer better packaging and labelling solutions to SMEs

### 1. Background

As a result of poor packaging, SME exporters and their national packaging suppliers are unsuccessful in penetrating export markets:

- (1) They consider packaging as a mere on-cost to the product, failing to understand the key role of packaging in terms of
  - a. Helping differentiate and sell the product; and
  - b. Making sure that the products arrive in perfect condition at their final destination.
- (2) Both packaging suppliers and users in the developing countries fail to understand regulatory compliance requirements in terms of packaging, such as food law approval, recycling, etc.
- (3) IOs are a key critical success factor to strengthen capacity of all stakeholders involved. The purpose of this project is to work closely with selected IOs, to develop a network of packaging specialists who will

be in a position to train and advise both the packaging suppliers and users in the field of export packaging.

## 2 Objective

This component is designed to provide knowledge and skills at national level in Africa in order to optimize the packaging and labelling aspects of SMEs products. It will also contribute to differentiating the national offer in regional and international markets. The Export Packaging component will include user training seminars, to be run with local packaging partners and firms. These seminars will help participants become familiar with the constraints (e.g. regulatory environments in the importing countries, transport logistics) and opportunities of export packaging (i.e. design, graphics, differentiation and better positioning through packaging).

These activities will result in enhanced capacities for IOS and trainers/advisers in their efforts to improve the capacity of enterprises to maximize export performance through better packaging solutions for optimum product preservation and protection, outstanding product differentiation, and superior added value.

## 3 Activities

Selected IOs will implement a packaging capacity-building programme in three sub-Saharan African countries. A brief outline is provided below, and a detailed work plan is provided in Annex II:

- (1) Identify best candidate intermediary organization to participate in the programme, e.g. Institute of Packaging Ghana (IOPG) to act as the lead organization to operationalize the initiative, Kenya Standards Bureau (KEB), and Uganda Export Promotion Board (UEPB)/Uganda National Bureau of Standards (to be determined)
- (2) Launch programme in the three countries and communicate at regional level.
- (3) Identify and select candidate trainers from each country to participate in the programme (five/six candidates per country).
- (4) Organize intensive Training-cum-Counsellor (TcC) capacity-building of selected candidates at the Indian Institute of Packaging (the world's most advanced training organization on packaging) and certify them (exam process).
- (5) With strong expert coaching support, prepare and deliver two training programmes:
  - a. First training of trainers programme given by ITC experts (trainers from the three countries come together in one single location), followed by
  - b. User training, given by the certified trainers in their respective countries, coached and assisted by the ITC experts.
- (6) Organize a packaging information centre at the three IOs based on ITC's PACKit knowledge.
- (7) Organize a visit by one or two country representative in the three beneficiary countries to attend the InterPack 2011 event taking place in Düsseldorf from 12 to 18 May 2011.
- (8) Network the three country IOs that will form the initial core cluster, from which the programme will be able to expand throughout the African continent.

## 4 Expected results and benefits

- IOs in the three countries are able to deliver qualified training programmes in their country;
- IOs have a pool of qualified trainers able to deliver training programmes;
- IOs are in a position to provide qualified information on exporting markets, especially to the EU;
- IOs in the three countries form the initial core cluster from which to replicate the model in other countries;
- Anchorage of the quality improvement programme within the selected IOs; and

- The leading regional centre in Ghana will have been strengthened to act as hub for other countries of the region.

## 5 Regions/Countries

To ensure synergies with the Quality capacity-building programme (Component 2 below); the Packaging component will be delivered in the same three countries, with the following IOs as the lead institution and immediate target audience:

- (1) Ghana - Institute of Packaging Ghana
- (2) Kenya - Kenya Bureau of Standards
- (3) Uganda - Uganda Export Promotion Board (UEPB)/Uganda National Bureau of Standards (to be determined)

## Component 2: Maximizing export performance through implementation of food safety and quality management in the agro-business sector

Immediate objective: Improve the capacities of IOs and experts to enhance the quality management capacities of SMEs

### 1. Background

Quality is the pre-requisite for successful market access, and for increasing revenues from export. Meeting technical requirements in the international marketplace is a tall order. Exporters must ensure that their products meet the mandatory technical specifications applicable in their targeted market, as well as the “voluntary” quality standards and specifications laid down by their buyers. ITC suggests an intervention focusing on capacity-building for SMEs in implementing food safety in the agro-processed sector.

Due to globalization, manufacturing industries in Africa are facing unprecedented competitive challenges. For industries to successfully compete in the domestic and international markets, producing good quality products and services is a competitive necessity. There are numerous cases where products are refused entry to the EU, USA, and other international markets due to poor quality and non-compliance to international standards. Even in the domestic market, foreign made goods are often chosen over locally produced goods. Some of the reasons for this situation include:

- (1) Technical requirements in importing countries are not known and not well understood;
- (2) SMEs in particular are not able to meet standards, technical regulations and SPS measures;
- (3) Exporters are unable to demonstrate compliance with technical requirements in importing countries; and
- (4) There is an inadequate quality infrastructure for exports; an inadequate SPS infrastructure may hamper market access for food and agricultural products.

The performance of several SME is badly affected by lack of adequate knowledge in standards and quality management; skills in quality and food safety management at the SME level are low. Industries fail to spend money to train staff in quality and food safety assurance.

Building food safety is a gradual process; therefore, as a first step, the food safety-related problems currently faced by the industry need to be studied and resolved. International buyers are now starting to demand a fully operational and well-managed Food Safety Management System (FSMS) in place (i.e. ISO 22000). Prior to developing guidelines for FSMS based on ISO 22000, it is necessary to implement systematic food safety practices, and be in compliance with the Hazard Analysis and Critical Control Point (HACCP) which are mandatory requirements in several countries and markets. In view of this, the proposed project will answer the need for initiating the food safety-related process by implementing pre-requisites, HACCP and internal verification at enterprise level and through the sustainable support of local TcCs. Through the Network activation, TcCs from participating countries will be able to share their experience and knowledge, to facilitate technology transfer to other countries, during and after the completion of this project.

## 2. Objectives

This component aims at:

- (1) Establishing, updating, upgrading and mobilizing a network of TcCs, associated with IOs, and other partners to enhance the delivery of the ITC Food Safety programme, and periodically assess progress made and impact on export of African products.
- (2) Building the capacity of SMEs in food safety, in order to increase their compliance with food hygiene and safety requirements, productivity, and improve their competitiveness in export markets. This will boost local and global demand for agro-processed products from these enterprises, and accelerate national economic growth and development on a sustainable basis. In many Developing Countries, the majority of agro-processed companies and local consultants have limited knowledge of compliance with food safety requirements. There is a need to improve food safety in food processing, and for food inputs to ensure that food being exported is safe for human consumption, reducing the risk of accidental contamination, and to meet compliance requirements for target markets for food, health, and safety.

This will be done using the ITC advisory services in the area of Export Quality Management by building awareness of food safety pre-requisites, HACCP and internal verification in selected enterprises from the agro-processed sector and on coaching TcCs on the same. The TcCs will gain the required skills and competences to enable them to provide assistance in the area of Food Safety to additional SMEs after the completion of the project.

## 3. Activities

A brief outline is provided below and a detailed workplan is provided in Annex II - Workplan

- (1) Consolidation, customization and upgrading of the training pack on “Implementing Food Safety Systems”. This activity will capitalize on materials available at ITC, and will be finalized at the end of this component, based on the feedback received during and after the below-mentioned training workshops.
- (2) Launch programme in the three countries and communicate at regional level.
- (3) Identify and select candidate trainers from each country to participate in the programme.
- (4) Strengthen the capacities of a team of selected TcCs on “Implementing Food Safety”: selected TcCs will receive classroom and on-the-job training on pre-requisites, HACCP and internal verification, and participate in the two below-mentioned workshops:
  - a. Workshop 1:
    - i. “Building awareness on Food Safety System and Food Safety Management System” for the IOs representatives and affiliated consultants/experts, national standards bodies, relevant institutions and representatives from the private sector to raise awareness and increase understanding on food safety (Focus on requirements for HACCP and ISO 22000.)
    - ii. “Implementing Food Safety Systems- Pre-Requisites” for the IOs representatives and affiliated consultants/experts, national standards bodies, relevant institutions and representatives from the private sector to create awareness and increase understanding on food safety. Focus on the prerequisites for HACCP such as training; personnel practices; premises, equipment and facilities; good manufacturing practices; cleaning, sanitation and pest control; receiving, transportation and storage; traceability and recall; supplier control, and hazardous material handling. In the workshop the participants will be requested to deliberate on the food safety-related problems currently faced by them.
  - b. Workshop 2:
    - i. “Implementing Food Safety Systems based on HACCP” for IOs representatives and affiliated consultants/experts, national standards bodies, relevant institutions and representatives from the private sector to strengthen understanding of implementation

of food safety through compliance with HACCP requirements. The workshop will review the hazard analysis and categorization of control measures. A recap of the pre-requisites concepts will be given.

- ii. "Implementing Food Safety Systems – internal verification": for IOs representatives and affiliated consultants/experts, national standards bodies, relevant institutions and representatives from the private sector to enhance internal verification of food safety systems. A recap of the pre-requisites concepts and HACCP plan will be given.

- (5) Network the three country IOs that will form the initial core cluster, from which the programme will be able to expand throughout the African continent.

#### 4. Expected results and benefits

- Regional pool of recognized trainers-cum.counsellors in food safety in the agro-processed sector;
- IOs in the three countries have a pool of qualified trainers able to deliver training programmes;
- Anchorage of the quality improvement programme within the selected IOs;
- Training and reference materials on "Implementing Food Strategy Systems" made available to the beneficiary countries; and
- IOs in the three countries form the initial core cluster from which to replicate the model in other countries.

#### 5. Regions/Countries

To ensure synergies with the Packaging capacity-building programme (Component 1 above); the Quality component will be delivered in the same three countries, with the following IOs as the lead institution and immediate target audience:

- (1) Ghana - Institute of Packaging Ghana
- (2) Kenya - Kenya Bureau of Standards
- (3) Uganda - Uganda National Bureau of Standards



# Component 3: Building Linkages for Export Success – Trade Promotion Organizations and National Standards Bodies working together

Immediate objective: Improve the dialogue between Trade Promotion Organizations (TPOs) and National Standard Bodies (NSBs)

## 1. Background

The growth of international trade has greatly increased business opportunities for exporters from developing countries. For many, however, this potential remains under-exploited, due to the challenges of complying with stringent technical requirements in the international marketplace. To help navigate the complexities of quality standards and regulations, exporters turn to their local institutions for support and guidance.

TPOs play an important role providing capacity-building services and crucial market information to exporters. NSBs help align with requirements and regulations, and they also act as representatives of their country in international and regional standardization organizations. It is recognized that close collaboration between TPOs and NSBs is essential to help exporters address export constraints and technical barriers to trade. Despite this, in many countries, there has been little or no formal cooperation between these institutions in the past.

In 2009, ITC and the International Organization for Standardization (ISO) initiated a unique initiative to address this need. Starting at a regional level, the initiative aimed to link TPOs and NSBs to build a comprehensive and sustainable support system for long-term export success.

To explore how such collaboration could be achieved, ISO and ITC jointly organized a regional consultation on “Quality Management: Linking TPOs and NSBs for Export Success” in Malaysia in December 2009. Senior NSB and TPO officials from 16 countries in East, South-East and South Asia shared experiences, considered common challenges, discussed good practice cases, and identified initial action points for strengthening co-operation. The consultations were supported by papers developed by the NSB and TPO of each participating country, as well as those by ISO, ITC, and international experts. All papers are available on the ITC website at <http://www.intracen.org/eqm/events>.

Following the ITC/ISO December 2009 event in Malaysia, as well as similar one held in Cuba in November 2010, participants confirmed the need for an active collaboration. This requires:

- (1) Better understanding at government policy level of the services on offer;
- (2) Willingness in NSB and TPO management to engage in such collaboration,;
- (3) Connection of information systems; and
- (4) Cooperation in standards implementation training and consultancy.

In this regard, ITC and ISO have embarked into joint initiatives to roll-out the programme in Africa, in order to “Link TPOs and NSBs for Export Success”.

## 2. Objective

To strengthen linkages between TPOs and NSBs in Africa, in order to leverage their services for the benefit of exporters, their compliance with market requirements, and continue the partnership with ISO on the same topic started in 2009 and continued in 2010. The programme will provide a framework for NSBs and TPOs in Africa to find the best approach to develop and strengthen their cooperation.

### 3. Activities:

A brief outline is provided below, and a detailed workplan is provided in Annex II – Workplan:

- (1) Select participating countries that will benefit from the capacity-building intervention.
- (2) Identify best candidate IOs to participate in the programme.
- (3) Identify and select representatives from IOs from each country to participate in the programme,
- (4) Joint regional workshop for African countries on Linking TPOs and NSBs for Export success with a focus on the below technical areas:
  - ✓ Exporter Competitiveness and Quality: to explore the meaning of quality, investigate to what extent quality requirements are affecting exports and what the implications are from the perspective of developing country exporters and support institutions.
  - ✓ Role of NSBs: to seek a greater understanding of the role of NSBs:
    - What are the mandates and challenges of NSBs?
    - What are the constraints and opportunities they face?
    - How can NSBs contribute to the work of TPOs, as far as quality issues are concerned, so as to foster export development and competitiveness?
  - ✓ Role of TPOs: to seek a greater understanding of the role of TPOs.
    - What are the mandates and challenges of TPOs?
    - What are the constraints and opportunities they face?
    - How can TPOs contribute to the work of NSBs, as far as quality issues are concerned, to foster export development and competitiveness?
  - ✓ Scope of Quality Requirements: Quality-related considerations exist at three levels: at supply-side, the business environment, and market-entry.
    - How should these issues be addressed at each level by the policy makers, NSBs and TPOs, and by exporters?
    - What are the linkages between the developmental impacts that may accrue from addressing these quality-related issues in the country?
  - ✓ Bridging the Gaps:
    - What linkages currently exist between TPOs and NSBs?
    - What are the key challenges faced by TPOs and NSBs to optimize impact resulting from such linkages?
    - What are the key ingredients that should be taken into account to ensure a productive and mutually beneficial partnership between these institutions?
  - ✓ What are possible areas of collaboration?
    - What are the roles of TPOs and NSBs in providing information on quality requirements to exporting enterprises? What kind of information should they provide?
    - Capacity-building and Advisory Services: What capacity-building and advisory services should TPOs and NSBs provide to export-oriented enterprises? How should such services be delivered?
  - ✓ Obtaining and Demonstrating Compliance:
    - What are the respective roles of TPOs and NSBs in enabling exporters to obtain and demonstrate compliance?
    - What is needed to make the collaboration work?

- ✓ What is needed to make the collaboration work?
  - Capacities and Competencies: What capacities and competencies at the operational level are needed to make the partnership between TPOs and NSBs work?
  - Resources and Networks: What resources and networks are needed for an effective partnership between TPOs and NSBs?
- ✓ Formal versus informal partnership arrangements/governance mechanism:
  - Do formal or informal partnership arrangements/governance mechanisms make the partnership between TPOs and NSBs work?
  - What kind of arrangements and mechanisms should be taken into account to ensure the partnership between these institutions works?
- ✓ How to initiate and sustain the collaboration?
  - At strategic level: Identify all consideration of a strategic approach to quality management that links TPOs and NSBs for maximum impact. What are the practical implications to formalize the partnership between NSBs and TPOs?
  - At technical level: Identify activities where TPOs and NSBs should collaborate to better serve the exporters.
- ✓ Bringing it all Together:
  - Country participants will be asked to describe what follow-up activity they will undertake, once back in their country, in order to initiate collaboration and to specify their likely technical assistance needs to implement such activity. What are the practical implications to formalize the partnership between NSBs and TPOs? Each country team will be requested to develop an action plan.
  - Country teams will share their respective action plans with the whole group.

#### 4. Expected results and benefits:

- Linkages between TPOs and NSBs strengthened among selected countries in Africa through the organization of a regional event;
- African network among participating TPOs and NSBs is established
- Information on technical requirements and advisory services to meet these requirements for SMEs are enhanced;
- Experience and lessons learned through, common challenges with regard to strengthen TPOs and NSBs inter-linkages and best practice cases; and
- Action plans to initiate collaboration at country level.

#### 5. Regions/Countries

- |                 |                    |
|-----------------|--------------------|
| (1) Angola,     | (10) Nigeria,      |
| (2) Botswana,   | (11) Seychelles,   |
| (3) Ethiopia,   | (12) South Africa, |
| (4) Ghana,      | (13) Sudan,        |
| (5) Kenya,      | (14) Swaziland,    |
| (6) Malawi,     | (15) Tanzania,     |
| (7) Mauritius,  | (16) Uganda,       |
| (8) Mozambique, | (17) Zambia,       |
| (9) Namibia,    | (18) Zimbabwe      |

*Additional countries may join the programme but will be sponsored by other sources of funding. Should the airfare estimates vary at the time of the events, every effort will be made to ensure additional countries can be sponsored by these project funds.*

# Component 4: Maximizing export performance through better supply chain solutions

Immediate objective: Improve the capacities of IOs and experts to enhance the supply chain management capacities of SMEs

## 1. Context

For an enterprise, and for supply chains as a whole, being competitive means to be able to meet customers' needs by delivering the right product, at the right time, at the right place, at the right price, and at the lowest possible cost so as to make a fair profit. Enterprises, which typically spend around 60% to 70% of their revenues on meeting their purchasing and supply chain management costs, can only become fully competitive and deliver on export performance if they can manage their supply chains effectively and efficiently. The number of supply chains to be managed also has a direct bearing on export competitiveness, in terms of being able to cut back on customer delivery lead-times, adapt and respond rapidly to changes in market conditions and requirements, deliver quality products and services, and innovate (e.g. through the use of new materials, new technologies, and new processes).

Due to a lack of experienced staff capable of handling purchasing and supply chain operations in a cost-effective and timely manner, many exporters in the Africa are struggling to meet the requirements of export markets. ITC's Modular Learning System in Supply Chain Management (MLS-SCM<sup>®</sup>) prepares enterprises to connect to global supply chains by offering high quality training, which is well structured, easily comprehensible, and affordable. The MLS-SCM<sup>®</sup> is specifically aimed at staff responsible for managing purchasing and supply chain operations in enterprises. It responds to enterprises' rapidly growing need to develop skills in Supply Chain Management, a key area for competitiveness and export performance. The MLS-SCM<sup>®</sup> programme was launched in 2000, and consists of a series of 18 complete and up-to-date training packs on MLS-SCM<sup>®</sup> as well as a professional certification programme with international exams managed by ITC. Each module training pack consists of a coursebook for the participants, as well as exercises, PowerPoint slides, cases, and business games.

### The Model :



The MLS-SCM<sup>®</sup> programme is based on a business model, where local training providers (mostly from the private sector) sign license agreements with ITC, and are given access to internationally validated materials to trainers trained on modern training techniques, as well as to an internationally recognized professional certification programme which these institutions can offer to their local markets. The licensed institutions cover

all local costs, and subsequently recover their investment and generate income by selling high quality training programmes to their local markets. An International Advisory Board, consisting of high-level international subject experts, oversees and validates the programme. The programme was singled out as a model for sustainable training capacity development in the independent ITC programme evaluation in 2007.

The MLS-SCM<sup>®</sup> programme currently consists of a network of 120 institutions in 61 countries. To date, more than 25,000 people have been trained by almost 1,500 trainers. In 2009, the network revenue for the institutional network was estimated at 2.7 Million USD. During 2008 to 2010, demonstrated benefits at the enterprise level exceeded 51 million USD. The current network includes institutions in Africa. With the exception of a few countries, a large majority of these institutions have joined the network recently and are in need of additional support to get started.

## 2. Objective

This component will seek to ensure that enterprises in the countries concerned have regular access to high quality training, and professional certification, in the area of supply chain management. It will seek to optimize the cost-effectiveness of supply chain management-related activities, in the enterprises that will benefit from this training and certification, with an aim to contribute to enabling these enterprises to connect to regional and global supply chains, and become more competitive and successful exporters.

## 3. Activities

Selected IOs in two countries will implement regional MLS-SCM<sup>®</sup> capacity-building programmes for MLS-SCM<sup>®</sup> network partners, and lead trainers in neighbouring countries. A brief outline is provided below and a detailed workplan is provided in Annex II – Workplan.

- (1) Select participating countries that will form the regional hubs: Kenya and Nigeria.
- (2) Identify best candidate IOs to participate in the programme in these countries (e.g. Kenya Institute of Supplies Management [KISM] and Empretec Nigeria Foundation [ENF]).
- (3) Launch programme in the two countries and communicate at regional level.
- (4) Select the participating institutions in neighbouring countries that will join the programme: Regional events hosted by Kenya for MLS-SCM<sup>®</sup> partners in: Ethiopia, Eritrea Sudan and Tanzania. Regional events hosted by Nigeria for MLS-SCM<sup>®</sup> partners in, Ghana, Namibia, Botswana and Swaziland.
- (5) Identify and select candidate trainers from each country to participate in the programme (three to five candidates per country).
- (6) Identify and select candidate training coordinators from each country to participate in the programme (one to two candidates per country).
- (7) Organize intensive five- day training of trainers capacity-building workshops in the two regional hubs for the selected candidates, combined with back-to-back three-day training and coaching programmes for training coordinators.
- (8) Each country team, having attended a regional event, implements a “national repeat” of the event for the full trainers team in their country, under the overall guidance of ITC as well as experts from the regional centres.
- (9) Network all the institutions assisted, as well as their trainers and those studying the programme, to the global MLS-SCM<sup>®</sup> web portal.

#### 4. Expected results and benefits

- Regional pool of recognized trainers able to deliver high quality training programmes based on ITC's MLS-SCM® programme;
- The IOs have a pool of trained training coordinators able to plan, market, manage, and evaluate the implementation of MLS-SCM® training programmes in a professional manner;
- All of the assisted institutions will have a strategy and business plan for offering the MLS-SCM® programme, as well as an action plan for the period 2012-2015; and
- The leading regional centres (Kenya and Nigeria) will have been strengthened to act as hubs for each regional group of countries.

#### 5. Regions/Countries

- (1) Botswana
- (2) Eritrea
- (3) Ethiopia
- (4) Ghana
- (5) Kenya,
- (6) Namibia
- (7) Nigeria,
- (8) Sudan,
- (9) Swaziland
- (10) Tanzania

# ITC in Africa

## ITC's Strategic plan 2010-13 and Country Programme Document Highlights, priorities and synergies

The project responds to a request received from ProInvest, which is putting resources at ITC's disposal to capitalize on and reinforce existing projects. It falls entirely within the scope of ITC's own Strategic Plan and Strategy for Africa. The project responds to ITC's strategic objectives 2 and 3, namely: Strengthen the international competitiveness of enterprises through ITC training and support (70%); and Increase the capacity of trade support institutions (TSI) to support businesses (30%); and the follows ITC's indicators of achievement included in its Strategic Plan 2010-2013.

The longer-term strategy of ITC is to increase the proportion of trade-related technical assistance (TRTA), delivered through larger multiyear projects and programmes, while enhancing access to services through global public goods to all beneficiary countries. This goal is progressing as the portfolio of larger programmes has grown significantly in 2010. The envisaged project will actually join forces with ITC large projects, which will be fully on stream in 2011: Packaging, Quality Management and MLS Supply Chain Management.

To meet its delivery targets, ITC will need to continue improving, upgrading, and mobilizing its network of SME development experts. Throughout the envisaged project, the activities will contribute to the following priorities:

### 1. Strategic priorities

- ✓ To escalate the pace and improve the quality of the delivery of ITC programmes, while continuing to set in place a firm RBM structure;
- ✓ To complete projects within agreed timescales, and secure outcomes in collaboration with ITC's partners; and
- ✓ To use the Millennium Declaration as a guide to ensure that project design and delivery, contribute to the empowerment of women, and strengthens partnerships with a wide variety of organizations.

### 2. Operational Priorities

- ✓ To expand access for beneficiary countries to global supply chains, by engaging further with multinational corporations; and
- ✓ To enhance the cross-cutting areas of gender, sustainability, and global partnership

With solid work meeting the greater demands of stakeholders, increasing delivery, and clearer reporting to show the impact of ITC's work, 2011 will thus be a year of positive trajectories. The importance of partnerships has been highlighted in ITC's 2010-2013 Strategic Plan, and will be a focus of the envisaged project (both with ProInvest as well as with beneficiary IOs) in order to deliver effective TRTA. To achieve the goal of expanding exports requires all the major players, including ITC, to develop effective working partnerships as well as greater levels of coherence and coordination. Key partners for ITC include its founding bodies (WTO and UNCTAD), the World Bank (WB), other UN agencies, international and regional organizations, donors, development banks, partner governments, TSIs, and the private sector.

This ProInvest/EC project, is a good example of a partnership approach to TRTA. As a technical organization, ITC seeks to balance the transaction costs associated with participation in different partnership arrangements, (each with specific funding, reporting conditions, and requirements), with the anticipated payoff of increased exports for beneficiary countries. The diversity of countries in Africa provides significant scope for a needs-based approach, which is increasingly customized in order to achieve maximum impact. Based on needs assessment reports (such as Aid for Trade reviews and diagnostic trade integration study [DTIS] matrices), the needs expressed by partners through formal requests to ITC for technical assistance, and on feedback within existing projects, ITC has identified the below key impact areas for programme implementation and design in the

Africa over the next two years. The envisaged project will actively contribute (directly or indirectly) to these priority areas as identified in ITC Strategic Plan 2010-2013, 2011 Country Programme Document, and 2011 Operational Plan.

Africa's participation in world trade, with only a 3% share, is hampered by weak diversification in terms of structure and destination. Approximately 80% of Africa's exports are oil, minerals, and agricultural goods; with fuels and mining constituting the largest share. The core of the agenda now lies in tackling supply-side constraints; invigorating trade promotion and development at the national level; mainstreaming trade into poverty reduction strategies and national or regional development frameworks; and strengthening networks of SME export development experts.

Key impact areas and initiatives in Africa:

- ✓ *Developing the Private sector.* Growing recognition of the key role the private sector plays in generating employment, promoting investment, introducing new technologies and enabling inclusive growth. ITC acts as a focal point within the United Nations, working towards the international competitiveness of enterprises in developing countries.
- ✓ *Promoting regional economic integration.* In select West African countries, ITC is implementing a project focused on building capacities within the pineapple sector, providing access to finance and market information dissemination, as well as links to the North African market.
- ✓ *Linking women to global markets.* Particular attention is being given to the role of women in strengthening regional economic integration across all regional programmes. ITC's ACCESS! programme for African Businesswomen in International Trade, will be expanded to 20 sub-Saharan African countries, thus strengthening the regional networking, training and access to business information for African women in business and trade.
- ✓ *Deploying Networks of Experts.* The Trade Leaders Programme in Africa, held for the first time in 2010, could provide scope for deepening analytical capacities and rewarding candidates for excellence in this field. The recently launched Network of Certified Experts in Africa, and the ECOWAS Trade Experts Network (TEN), amongst other initiatives, will be strengthened in order to serve as replicators of ITC's exporter competitiveness training and advisory services in the region.

## Synergies with Enterprise Competitiveness initiatives in Africa

The project will endeavour to collaborate closely with other on-going TRTA initiatives in Africa. Relevant on-going projects in the field of trade and private sector development are presented below. Geographical coverage, as well as selection of benefiting/partner IOs, has been made in such a way so as to ensure that ITC optimizes its efforts in the field, and maximizes impact. The envisaged project aims to:

- (1) Synchronize its workplan to ongoing initiatives in Africa and directly contribute to the below initiatives; and
- (2) Indirectly contribute to other ITC initiatives in Africa by providing a solid and reliable network of SME export development experts:

## Direct synergies and contributions

The initial stages of the project will allow an in-depth review of existing capacities and projects to allow for synchronization of its workplan in line with ongoing initiatives in Africa:

### Packaging for Export

The Export Packaging programme portfolio of capacity-building and advisory services assists developing country exporters to maximize their export performance through better packaging solutions. Training ranges from basic



to highly specialized programmes, using the internationally-recognized PACKit modules. Advisory services encompass packaging industry audits, packaging clinics, cluster needs assessments, and market linkages. ITC also provides information resources in the form of technical publications and online tools. Within its Enterprise Competitiveness programmes, reinforcing the network of packaging experts is one of ITC's priorities. The objective of this initiative is to build on the networks developed under previous projects, with a view to both strengthen and extending work within and between packaging organizations on a number of levels. Activities will be reinforced through the use of online resources, events (national and regional), and continuing dissemination of packaging materials through partner networks.

ITC's Export Packaging practice in Africa focuses on:

- ✓ Developing competitive packaging supply chains that meet the technical regulations and standards for exporting successfully. This includes technical assistance on issues like product safety, traceability, preservation, packaging materials, transportation, labelling, and regulatory compliance.
- ✓ Developing the quality and sustainability of local packaging expertise. This involves providing capacity-building programmes to the various local bodies that support the export business community. This can include strengthening institutional knowledge of export packaging issues, facilitating creation of technical packaging institutions, as well as helping to train and mobilize local networks of packaging advisors.
- ✓ Developing competitive applications of packaging for product marketing and communications. This includes visual identity, packaging design, and merchandizing.

The Export Packaging practice provides:

- ✓ Trainings: from basic to highly specialized training programmes using the internationally-recognized ITC PACKit modules.
- ✓ Advisory Services: packaging industry audits, packaging clinics, cluster needs assessments, and market linkage.
- ✓ Information products: technical publications, and online tools.
- ✓ PACKit: Expert knowledge in 37 concise modules on packaging materials, product categories, exporting countries, laws and regulations, transportation, etc.

ITC delivers customized advisory services and consulting in the fields of:

- ✓ Materials and equipment technology;
- ✓ Product/sector specific expertise;
- ✓ International and importing country regulations specific to packaging;
- ✓ Exporting country industry profiles; and
- ✓ Specific areas such as transport, printing, health and safety.

## Quality for Export

ITC's Export Quality Management programmes active in Africa provides an integrated approach to overcome the quality challenges most often faced by developing countries. ITC builds capacity through training programmes, providing advisory services to enterprises, conformity assessment bodies and policy-makers, and making available information resources on technical requirements in export markets. ITC also assists conformity assessment bodies — e.g. testing labs, certification bodies — to achieve international recognition. ITC also reviews national quality infrastructures and prepare roadmaps for their improvement to support national export competitiveness. ITC's Export Quality Management practice focuses on the following:

Enabling enterprises to develop a plan to meet the standards and regulations required by export markets by:

- ✓ Producing information packs on technical requirements to enterprises interested in export markets and conducting training programmes based on these
- ✓ Conducting training programmes for enterprises and officials from trade-support institutions on the role of standards and conformity assessment in trade
- ✓ Working with the National Enquiry Points for TBT and SPS to develop a public-private partnership so that TSIs can provide assistance to enterprises in obtaining information about the technical requirements in their export markets and in keeping track of technical regulations and SPS measures

Supporting enterprises to undertake the steps necessary to produce competitive and compliant products for the export market through:

- ✓ Provision of assistance to implement management systems for quality and food safety and meet requirements for specific sectors and markets. At the same time develop the capability of local advisers for sustainability.
- ✓ Provision of assistance to produce their goods efficiently and improve productivity by eliminating waste and reducing costs through quality improvement. At the same time develop the capability of local advisers for sustainability.
- ✓ Building linkages between Trade Promotion Organization and National Standards Bodies to address the constraints of exporters

Facilitating enterprises to demonstrate compliance with technical requirements in importing countries through:

- ✓ Provision of advisory services to operational conformity assessment bodies (i.e. testing laboratories, competent authorities, certification bodies) to enable them to be accredited or recognized in the export market
- ✓ Provision of information on suitable conformity assessment bodies to enterprises to help them select foreign conformity assessment bodies in the absence of recognized ones at national level

Upgrading the National Quality Infrastructure and the National SPS Infrastructure to enhance their capability to support enterprises to become export ready by:

- ✓ Applying the methodology of the ITC Export Strategy module on Quality Management to assess the National Quality and SPS Infrastructures to identify gaps in their services for supporting exporting enterprises and identify areas of improvement

Enabling exporters to overcome the barriers related to SPS and TBT when exporting by:

- ✓ Analyzing the problems related to TBT and SPS from the surveys conducted under the ITC programme on Non-Tariff Measures
- ✓ Identifying the most pressing problems by consultation with stakeholders
- ✓ Preparing project proposals for solving the problems and implement projects, subject to availability of funding

The ongoing projects in Africa focuses on expanding the outreach of the Export Quality Management programme through the consolidation of partner and network approach. Reinforcing the network of experts in the area of export quality management is one of ITC's priorities within its Enterprise competitiveness programmes. The objective of this initiative is to build on the networks developed under previous projects, or replicate the ones established in other Regions with a view to make local experts available to assist enterprises overcome technical barriers to trade. Activities will be reinforced through the use of national and regional events, updating and availability of quality material and information through partner networks.

For the past few years ITC has been focusing on complementing the work of both ITC and ISO by assisting enterprises to implement the ISO standards for market access and strengthening the natural linkages between ITC's and ISO's partners respectively the Trade Promotion Organizations and National Standards Bodies. The ongoing project in Africa focuses on building an active dialogue and collaboration between African TPOs and NSBs, needed to strengthen the trade capacity of the Region, by continuing the existing programme (Asia, Latin America and the Caribbean). This would lead to the identification of the best approach to develop and strengthen regional cooperation to support the international competitiveness of small-and medium sized enterprises.

## Export Value Chain Management

For the past 10 years, ITC has worked with leading international experts to develop this state-of-the-art training programme, in response to the need for ongoing professional development of supply chain managers in developing countries. With the ongoing support of the Swiss Secretariat for Economic Affairs (SECO), ITC manages the ongoing development and deployment of this leading competency-building programme. In 2007, an independent evaluation singled out ITC's MLS-SCM<sup>®</sup> programme as a model for sustainable capacity development. ITC, through its MLS-SCM<sup>®</sup> programme, aims to improve the competitiveness of enterprises in developing and transition countries by enhancing their capacity to meet supply chain challenges in export markets, and overcome operational issues to improve enterprise value and competitiveness.

The MLS-SCM<sup>®</sup> programme provides exporters with comprehensive and practical training, covering key aspects of international purchasing and supply chain management. The internationally recognized training programme comprehensively covers the key aspects for effective supply chain management. Interested export managers can sign-up for the training with one of ITC's license partners (e.g. business development service providers, Chambers of Commerce, training institutes) and study at their own pace. After successfully completing exams, they can gain professional certification. This programme also provides advisory services for specific challenges, mobilizing specialists from ITC's experts' network to help exporters overcome supply-side bottlenecks, and connect to international buyer networks.

Through MLS-SCM<sup>®</sup> programme interventions, ITC and/or partner institutions, can deliver a comprehensive set of tools and methodologies to enhance supply chain operational knowledge and skills, or deliver advisory solutions to address specific supply chain management challenges and issues. ITC relies on its decade-long accumulated operational knowledge and experience in the supply chain management area, and its world-wide network of partners and international consultants for its expertise and capabilities. The primary objectives of this programme are to increase the competitiveness, and improve the export performance of enterprises in developing countries. These objectives are achieved through cost-effective supply chain management, by giving these enterprises and individuals access to high quality MLS-SCM<sup>®</sup> knowledge, skills and expertise offered through local multiplier institutions. These enterprises also benefit from access to a global network of training providers, experts, and professionals.

The ongoing project in Africa focuses on expanding the outreach of the programme, by continuing the existing programme strategy of partnering with strong and committed local institutions, to offer the courses at a financially sustainable basis. At the same time, course content is being upgraded, new modules are developed, and the majority is offered in various languages. The project is also designed to expand the network, to extend the promotion and marketing of the programme, and the delivery of online support is administered through an expanded MLS-SCM<sup>®</sup> LearningNet. The programme is active in more than 60 countries; over 1,500 trainers, attached to over 150 licensed institutions, are involved in teaching the programme, and more than 25,000 professionals have benefited from this training since the programme started in 2001.

## Indirect synergies and contributions

As mentioned above, the envisaged project will provide a solid and reliable network of SME export development experts, which can be mobilized during the inception and implementation phases of ITC ongoing and pipeline projects in Africa and serve different audiences and purposes:

Uplift the ability of African consultants to deliver better quality and more consistent project proposals targeting EIF W2 funding:

- ✓ Enhanced Integrated Framework Tier II (EIF)

Mobilize the Network of certified experts in Packaging, Quality, Supply chain:

- ✓ Strengthening Competitiveness in Selected Sectors through Trade Capacity-building (NTF II) (Mobilize the Network of certified experts in Packaging, Quality, Supply chain);

- ✓ Programme for building African Capacity for Trade” (PACT II) (Mobilize the Network of certified experts in Packaging, Quality, Supply chain);;
- ✓ ACCESS! For African Businesswomen in International Trade (PACT II ACCESS!);
- ✓ Women and Trade;
- ✓ Southern African Development Community - Supply Chain and Logistics Programme (SADC – SCLP);
- ✓ Strengthening the Pineapple Value Chain in Selected West African Countries;
- ✓ Agricultural Commodity Development and Diversification Programme for the African Countries (ACP/EU Commodities);
- ✓ ITC’s Africa Network of Enterprise-Level Trainers and Advisers;
- ✓ Fairtrade Labelling Organization (FLO) Partnership and;
- ✓ Le commerce au service de l’intégration des économies des pays de la francophonie au système commercial multilatéral

## Project proponent

The project pursues its objectives through a partnership between Pro€Invest, and ITC. Their respective mandates, experience in implementing international development assistance projects, and roles in the project are described below:

### a) Pro€Invest

Developed and undertaken by the EC on behalf of the African, Caribbean and Pacific (ACP) Secretariat, Pro€Invest’s objective is to promote investment and technology flows to enterprises operating within key sectors in ACP countries. This will be achieved through the support to IOs and professional associations and through the development of north-south and south-south inter-enterprise partnerships. Its implementation has been entrusted to an autonomous Management Unit within the Centre for the Development of the Enterprise (CDE) under the supervision of EuropeAid, the Co-operation Office of the EC. The following specific objectives have been identified in order for Pro€Invest to:

- ✓ encourage partnerships between IOs (ACP/ACP and ACP/EU);
- ✓ contribute to the development of high-quality services by IOs (by consolidating their structures, upgrading their services and ensuring their better positioning within their business environment);
- ✓ support investment by key organizations (by identifying the existing needs and opportunities); and
- ✓ promote greater regionalization of sectoral activities.

The programme’s mission is consequently structured to provide ACP organizations representing the private sector, with the technical and financial support to strengthen their abilities to promote investment is sustainable. With a total budget of €110 million over 7 years, Pro€Invest is financed under the 8th European Development Fund (EDF). The programme was launched in 2002 and has been renewed until 2011.

### b) International Trade Centre

The International Trade Centre (ITC) is the focal point in the United Nations system for technical cooperation, in the field of trade promotion and export development. Its specialization lays in building partnerships with trade support institutions (both public and private), to develop integrated and practical trade development programmes, focused on export impact for good.

During its 45 years of existence, ITC has developed extensive experience in providing practical TRTA to developing, and least developed countries. ITC’s main strength lies in its private sector orientation, and ability to provide practical solutions for business support institutions, enterprises and policy makers. ITC supplies tested solutions in a range of fields relating directly to trade competitiveness at the company level, such as market analysis; trade information and its management; e-commerce applications for international trade; sector-specific product and market development (including trade in services); exporter training; supply chain management; packaging, labelling and branding; legal aspects of trade; quality and standards; private sector participation in the multilateral trading system, etc. In each of these disciplines, a variety of methodological tools, training packages

(many of them in the form of training-of-trainers materials), software applications, databases, and publications are available. These are adapted to the regional and national contexts, in close collaboration with and for roll-out by relevant partner institutions in the countries and regions concerned.

Partner countries have recognized the significance of ITC's work, and reflected this in the Hong Kong WTO Ministerial Declaration (paragraph 53):

“We encourage all Members to cooperate with the International Trade Centre, which complements WTO work by providing a platform for business to interact with trade negotiators, and practical advice for small and medium-sized enterprises (SMEs) to benefit from the multilateral trading system”.

## Project Management and Coordination

### Management structure and the project implementation responsibility

The overall project supervision, implementation and management will be the responsibility of ITC through the Chief, Enterprise Competitiveness Section, guided by Pro€Invest Programme Managers and assisted by a team of Senior Technical Advisors and International Experts, who will be responsible for the implementation of specific project components (Quality, Packaging, and Supply Chain).

ITC Senior Technical Advisors will manage the project; oversee day-to-day activity; management, and tracking of budget and resources; provide administrative oversight including monitoring and reporting; and manage the relationship with IOs in the selected countries. The ITC Senior Technical Advisors will provide technical leadership, and strategic vision on different aspects of the project. They will be backed-up in their work by experienced international experts and national consultants. In particular, they will train and provide coaching to local staff from IOs, and oversee progress with regard to their respective modules of the project.

The ITC Senior Technical Advisors will be assisted at the local level by IOs and local teams to prepare official, periodic reports, and prepare inputs for the project reviews. The local IOs will ensure that all stakeholders remain engaged in the project during its implementation. The ITC Senior Technical Advisors will be guided by ITC Country Managers throughout the project to ensure appropriate and customized services are offered to IOs.

## Result Based Management (RBM) Framework

Encompassing a range of interlinked outcomes with underlying outputs and activities, the project design follows a logical framework approach, in line with Result Based Management practices. The following principles have guided programme design and will determine programme operations, monitoring of the activities and the evaluation, in particular:

- ✓ Local ownership of the project, of its results and of its sustainability through active IOs, their empowerment and capacity-building;
- ✓ Partnership and collaboration with relevant private sector representative organizations;
- ✓ Comprehensive and consistent reporting based on project-wide work plans and outcome-specific logical framework as well as activity plans that also specify the responsibilities of the different stakeholders and partners;
- ✓ Pursuit of efficiency in the transformation of resources (funds, expertise, time) into the intended results in terms of quantity, quality, and timeliness;
- ✓ Emphasis on selectivity, piloting, documenting good practices, and replication (requiring flexibility through rolling work plans) to ensure, through regular progress reviews, that the programme stays on the right track.

# Project monitoring, reviews, reporting and evaluation

Systematic performance measurement will be based on indicators identified and agreed upon by ITC and Pro€Invest, with a view to measuring change in the baseline conditions that the project is designed to improve. This implies continuous tracking of the results, outcomes, and impact of the activities undertaken within the project. Such performance tracking will be crucial for informed decision-making by the project stakeholders. It is also to generate information for learning purposes, in line with the approach to replicate interventions based on piloting and documenting 'what works'. Such performance measurement, aimed at enhancing effectiveness and ensuring accountability, will require the collection of baseline data (such as through institutional assessments and enterprise diagnostics), as well as in periodic surveys (using national/regional expertise). In addition, the systematic evaluations will provide relevant insight into project performance.

ITC and Pro€Invest will jointly conduct project reviews and monitoring, and undertake a self-evaluation once all project activities have been implemented, as part of its overall project monitoring and evaluation plan. The Programme Manager will be responsible for the preparation of the progress, and self-evaluation report (the latter in consultation with ITC Monitoring and Evaluation). The progress report and the self-evaluation report, will be submitted to Pro€Invest and other stakeholders. The project evaluation will measure project relevance, efficiency, effectiveness, and sustainability. The resources for this evaluation are included in the budget for the project, and the terms of reference will be decided between Pro€Invest and ITC. The evaluation will be managed jointly by ITC and Pro€Invest.

# Risk management

There are a number of risks related to the assumptions that all parameters will remain the same, in addition to any extraneous factors which may be counter-productive to the project. These risks will have to be addressed in order to ensure that the project meets the intended results even if some assumptions do not hold. The following table gives an overview of such risks, and the measures proposed for mitigating them. This list will be reviewed regularly, in order to respond to the changing environment, and take appropriate actions to reduce the risks.

Nature of risk	Likelihood	Consequences	Mitigation
Inadequate matching of needs, objectives, and activities.	Low	Gaps and overlaps in project execution; lower final impact.	Full use of ITC contacts in early programming; systematic needs analysis, periodical review of the project, application of lessons learned.
Gaps and overlaps, with respect to other projects.	Low	Waste of resources, insufficient coverage of key factors for trade development success.	Careful planning, dovetailing with other, known projects, regular consultations.
Delays in implementing the activities	Medium	Incomplete implementation, lower impact.	Careful planning, empowering and mobilizing the best IOs in Africa, meticulous work regarding the administrative processes (MoU Grants, travels, hiring), regular consultations.
Insufficient resources and commitment of local project partners.	Low	Delays; incomplete implementation, lower know-how transfer effects; lower impact.	Early engagement and formal commitment to project objectives and work plan; early local buy-in by cost-sharing engagements; timely mobilization of external resources.
Political instability, unstable security situation.	Low	Difficult or impossible for ITC/international experts to continue working; weak impact.	Early capacity-building of local counterparts; flexibility to move resources elsewhere.
Crowding-out by other, 'free' projects; 'training fatigue' of beneficiaries.	Medium	Low uptake of trade related capacity-building; delays in development of commercially viable provision of trade support services; weaker project impact.	Choice of specific, strongly needed topics; simple and practical tools for capacity-building; information and promotion; policy dialogue with other projects.
Lack of interest and assiduity of beneficiaries for other reasons.	Low	Lower effectiveness and efficiency of event participation, training; lower impact.	Wide, early information and awareness raising; careful selection of beneficiaries based on commitments, capacities and interest, cost-sharing; early success stories, quick wins.
Limited availability and skills of international and national experts.	Low	Delays; lower efficiency and effectiveness of training; lower impact.	Early identification and selection; using ITC roster and contacts, capitalizing on ongoing activities, advertising if necessary.
Insufficient project management skills or resources.	Low	Implementation delays, errors; ineffective and inefficient project execution, lower impact.	Sufficient management budget; engagement of highly qualified staff; close monitoring.

Nature of risk	Likelihood	Consequences	Mitigation
Inadequate data or ineffective procedures for monitoring.	Low	The advancement of the project cannot be followed, wrong conclusions may be drawn and inappropriate decisions taken; outcomes and impact cannot be measured or properly related to the project.	Initial benchmarking; reality check, careful choice of indicators; clear and complete monitoring plan; continuous measurement; results based management; external evaluation.



# Communications Plan

The project will be made known to all concerned stakeholders, IOs, and enterprises by ITC. Regular communications and information elements will be regularly disseminated on project activities according to the following criteria:

1. Operational aspects (including communication on deliverables such as websites, publications, etc.);
2. Reporting aspects (to management, partners, stakeholder, etc.); and
3. Promotion aspects (including the promotion of project achievements, milestones).

*The communication plan is under discussion with the ITC and ProInvest/EC communication teams to ensure both visibility requirements are implemented throughout the project inception and implementation phases.*

## Annex I: Logical Framework

Objectives	Indicators	Means of verification	Responsibilities	Risks/assumptions
<p><b>IMPACT</b></p> <p>Increased participation of exporters from African countries in regional/international trade</p>	<p>Proportion of beneficiary IOs staff and affiliated consultants/experts having put their acquired skills into practice</p> <p>Proportion of beneficiary SMEs exporting to regional/international markets</p>	<p>Follow up surveys with IOs and SMEs benefiting from the project conducted 2 to 3 years upon completion of the project</p>	<p>ITC: Strengthen the international competitiveness of SMEs and coach IOs staff and affiliated consultants/experts on trade related technical assistance to SMEs.</p> <p>IOs: Coordinate, deliver, monitor and evaluate achievements at SME level, with guidance from ITC</p>	<p>A critical mass of IOs staff and affiliated consultants/experts exists</p> <p>A critical mass of SMEs with capacity to export exists</p>
<p><i>OUTCOME 1: Capacities of the packaging experts strengthened and Network of Intermediary Organizations and experts established</i></p>				
<p>Output: A pool of qualified trainers able to deliver training programmes on packaging and labelling</p>	<p>Trainers have acquired the knowledge and skills to deliver training programmes to SME managers</p> <p>Packaging trainers available for further private sector development assignments</p>	<p>Missions reports</p> <p>Before and after surveys conducted to assess the behavioural and technical improvement of trainers and advisers</p>	<p>ITC: Train and coach IOs staff and affiliated consultants/experts on packaging and labelling</p> <p>IOs: Coordinate, deliver, monitor and evaluate activities and achievements at SME level, with guidance from ITC</p>	<p>A critical mass of IOs staff and affiliated consultants/experts exists</p>
<p><i>OUTCOME 2: Capacities of the quality management experts strengthened and Network of IOs and experts established</i></p>				
<p>Output: A pool of qualified trainers able to deliver training programmes on food safety in the agro-processed sector</p>	<p>Trainers have acquired the knowledge and skills to deliver training programmes to SME managers</p> <p>Quality management trainers available for further private sector development assignments</p>	<p>Missions reports</p> <p>Before and after surveys conducted to assess the behavioural and technical improvement of trainers and advisers</p>	<p>ITC: Train and coach IOs staff and affiliated consultants/experts on quality management</p> <p>IOs: Coordinate, deliver, monitor and evaluate activities and achievements, with guidance from ITC</p>	<p>A critical mass of IOs staff and affiliated consultants/experts exists</p>

<i>OUTCOME 3: Trade Promotion Organizations (TPOs) and National Standards Bodies (NSBs) work closer (Enhanced Linkages for Export Success)</i>				
Output: African network among participating TPOs and NSBs	Linkages between TPOs and NSBs strengthened	Missions reports	ITC: guide TPOs and NSBs through the establishment of a joint platform	A critical mass of IOs staff and affiliated consultants/experts exists
	Enhanced information on technical requirements and advisory services to meet these requirements for SMEs.  Action plans to initiate collaboration at country level	Actions plans	IOs: Coordinate, deliver, monitor and evaluate activities and achievements, with guidance from ITC	Willingness of TPOs and NSBs to join forces and work together
<i>OUTCOME 4: Capacities of the supply chain management experts strengthened and Network of IOs and experts established</i>				
Output: A pool of qualified trainers able to deliver training programmes on Supply Chain management	Trainers have acquired the knowledge and skills to deliver training programmes to SME managers	Missions reports	ITC: Train and coach IOs staff and affiliated consultants/experts on supply chain management	A critical mass of IOs staff and affiliated consultants/experts exists
	Supply chain management trainers available for further private sector development assignments	Before and after surveys conducted to assess the behavioural and technical improvement of trainers and advisers	IOs: Coordinate, deliver, monitor and evaluate activities and achievements, with guidance from ITC	

# Annex II: Workplan

## Joining Forces to Empower the African Private Sector Network to strengthen the international competitiveness of SMEs in the areas of packaging, quality and supply chain

Work Plan & Time Schedule		2011												
		1	2	3	4	5	6	7	8	9	10	11	12	
<b>Outcome 1: Capacities of the packaging experts strengthened and Network of IOs and experts established</b>														
<b>Activities</b>														
1.1	Identify best candidate intermediary organizations to participate in the programme													
1.2	Launch the programme in the three countries													
1.3	Identify and select candidate trainers from each country to participate in the programme													
1.4	Train counselor from selected candidates at the Indian Institute of packaging													
1.5	Prepare and deliver training programmes													
1.6	Organize a visit by one country representative to attend the InterPack 2011 event taking place in Dusseldorf													
1.7	Organize a packaging information center at the three intermediary organizations													
1.8	Create the network between the three country intermediary organizations													
<b>Outcome 2: Capacities of the quality management experts strengthened and Network of IOs and experts established</b>														
<b>Activities</b>														
2.1	Consolidate, customize and upgrade the training pack on "Implementing Food Safety Systems"													
2.2	Launch the programme in the three countries													
2.3	Identify and select candidate trainers from each country to participate in the programme													
2.4	Strengthen the capacities of a team of selected TcCs on "Implementing Food Safety"													
2.5	Create the network between the three country intermediary organizations													
<b>Outcome 3: Trade Promotion Organizations (TPOs) and National Standards Bodies (NSBs) work closer (Enhanced Linkages for Export Success)</b>														
<b>Activities</b>														
3.1	Select participating countries for the initial core of the pilot													
3.2	Identify best candidate intermediary organizations to participate in the programme													
3.3	Identify and select candidate trainers from each country to participate in the programme													
3.4	Deliver a joint regional workshop on Linking TPOs and NSBs for Export success with ISO													
<b>Outcome 4: Capacities of the supply chain management experts strengthened and Network of IOs and experts established</b>														
<b>Activities</b>														
4.1	Select the participating countries that will form the regional hub													
4.2	Identify the best candidate intermediary organizations to participate in the programme													
4.3	Launch the programme in the selected countries and ensure communication at regional level													
4.4	Select the participating institutions in neighboring countries that will join the programme													
4.5	Identify and select the candidate trainers from each country to participate in the programme													
4.6	Identify and select the candidate training coordinators from each country to participate in the programme													
4.7	5 day training of trainers' capacity building programme + 3 day training programme for training coordinators													
4.8	Implementation of a "national repeat" of the event for the full trainers' team in each participating country													
4.9	Network all the institutions assisted as well as their trainers to the global MLS-SCM web portal													

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