

JITAP II

Standard structure of the Module concept papers

Concept paper for Module IV **Product and Services Sector Strategies**

Proposal for detailed scope, structure and contents of the module and the related toolkit
25 March 2004

1. Background

JITAP II was launched in February 2003, following a positive evaluation of JITAP I. The programme has three principal components:

- Design and development of toolkits for the five substantive programme modules;
- Implementation of the Advanced Track of the modules¹; and
- Implementation of the Foundation Track of the modules.

As was the case under JITAP I, the programme aims to build capacity for beneficial integration into the Multilateral Trading System (MTS) in partner countries at the individual, institutional, and system levels².

This concept paper aims to provide the terms of reference including scope, structure, contents and implementation modalities of Module IV “Product and Services Sector Strategies”. The concept paper lays out the modalities for the design, implementation and monitoring of activities and the toolkit under this module, taking into account the roles and comparative advantages of the three JITAP agencies with a view to creation of synergies among them.

¹ As per the Programme Document, the advanced track of JITAP’s capacity building modules applies to the countries that participated in the first phase of the programme (Benin, Burkina Faso, Côte d’Ivoire, Ghana, Kenya, Tunisia, Uganda, United Republic of Tanzania) while the foundation track is meant for the countries that joined the second phase (Botswana, Cameroon, Malawi, Mali, Mauritania, Mozambique, Senegal, Zambia).

² As per the distribution of module responsibilities at the meeting of JITAP Steering mechanism of 17 February 2003:

<i>Modules</i>	<i>Lead responsibility for the module</i>
- MTS Institutional support, Compliance, Policies, and Negotiations.	UNCTAD
- Strengthening MTS Reference Centres, and NEPs on TBT and SPS	WTO
- Enhancing MTS Knowledge and Networks	Joint leadership (Programme Coordinator)
- Product and Services Sector Strategies	ITC
- Networking and Programme Synergy	Joint leadership (Programme Coordinator)

The leadership concept was defined as relating to the responsibility of:

- Proposing the complete contents and structure of the module and the related implementation instruments, including the toolkits;
- Taking the appropriate initiatives for the definition and the implementation of tasks;
- Defining the processes for the implementations of such tasks;
- Ensuring the quality control of the outputs.

2. Features and objectives of Module IV: Product and Services Sector Strategies

a. Purpose and scope of this module

The Module on Product and Services Sector Strategies is aimed at building capacity to derive benefits from the MTS through improved export readiness. It aims to assist entrepreneurs and policy-makers in a country to formulate strategies for specific sectors (goods and services), which have a high potential for exports. The implementation of such strategies are expected to help convert trading opportunities that become available due to opening of up economies into new export opportunities; and contribute to enhanced competitiveness of export oriented enterprises.

The JITAP programme document defines the programme objective for Module 4 as follows: “Enhancing the capability of enterprises to export to new/existing markets”. This objective will be attained under this module by carrying out the following activities:

- Guiding exporting or export-ready enterprises in seizing business opportunities that arise from enhanced market access under the MTS;
- Reviewing the impact of MTS on the national business community;
- Identifying national priority export sectors;
- Building capacity to formulate sector strategies and related enabling policies to reduce existing internal bottlenecks; and
- Addressing supply side constraints to meet demand of goods and services in identified markets.

b. Main definitions, key concepts and terminology

i- Definitions and terminology

The British Broadcasting Corporation (BBC) English Dictionary defines the word strategy as “the art of planning the best way to achieve something”.

Product and services sector strategies can be defined as the “configuration of the physical, extended, and generic attributes of a product/service to fit the needs, expected outcomes and purchasing habits and occasions of the target market or segment. The physical, extended and generic features of a product/service combine the choices about quantity, quality, time and cost of production for the marketing function to achieve its chosen generic objectives”³.

ii- Key concepts

The underlying concept of developing sector strategies is based on the concept of *crafting strategies* for selected priority sectors through a creative interaction between the exporting enterprises and the target markets.

Sensitivity to market opportunities and *internalisation of risk* by the principal stakeholders within the sector can help them to respond to market demands by creating and marketing superior products and services.

³ “The Business Management System – Guide on Enterprise Competitiveness”, International Trade Centre, 2003

When developing strategies the focus is on the whole sector itself with particular emphasis on intersectoral linkages so that critical inputs from other sectors become available as and when needed. Successful development and implementation of a sector strategy will lead to the *creation of advanced and specialised factors* that, in turn, will encourage enterprises operating in the sector to develop sustainable competitive advantage.

The work required for implementing this module is carried out through a carefully forged *public-private sector partnership*. To succeed, sector strategies must be firmly grounded in the macro and micro economic environment of the countries in which they are developed. The partnership allows putting in place mechanisms for an ongoing dialogue between stakeholders in the sectors concerned and policy makers to ensure that the practical concerns of exporting enterprises in the sector are known by policy makers so that policies put in place are in the long-term interest of exporters.

c. Module objectives and related components

i- Objectives

- Converting trading opportunities into business.
- Development and implementation of sector strategies having potential to generate employment and income.
- Enhance public-private sector partnership to bring about a better understanding of ▪) demand opportunities for products/services with export potentials, ▪) domestic supply capacity, ▪) bottlenecks to be addressed and ▪) for mapping out a plan for increasing exports.
- Identification of policy constraints affecting appropriate supply- and demand side responses and drawing up recommendations for addressing those constraints.

ii- Components under the module

The module will have the following components:

- Development of a toolkit for “Product and Services Sector Strategies Development” and its delivery to the stakeholders in charge for sectors strategy development in the countries.
- Establishment of public-private sector partnership to enable a dialogue between the stakeholders in the sectors concerned and the policy makers.
- Development of sector strategies for strengthening the sectors selected and preparation of action plans for implementing them.
- Assessment of supply-side policies in respect to goods, service, and commodities and guidance for modifying them wherever necessary.
- Follow up activities on developed sector strategies to formulate national export strategies

d. Main activities, outputs and results under Module IV

i- Main activities under Module IV

- Developing a toolkit on sector strategy development to facilitate more “self-implementation” of the module by the countries themselves.
- Holding regional and national workshops to disseminate the toolkit for product and services sector strategies.

- Providing assistance for understanding the sector strategy development methodology.
- Providing assistance in setting up private-public sector partnerships through establishment of Sector Strategy Stakeholders Group (SSSG) and the Sector Counterpart Teams (SCTs) for developing strategies by the stakeholders themselves through a “bottom up” approach based on coaching.
- Assisting in conducting the required analysis of products and markets for identifying priority sectors for which sectoral strategies will be developed.
- Assisting the preparation of a diagnostic of the selected sectors to identify their strengths and weaknesses.
- Developing sector strategies and relevant action plans.
- Holding national symposia to obtain endorsement of sector strategy from different stakeholder groups.
- Holding a technical workshop for coaching the enterprises in understanding the elements of enterprise level strategy to enable the business sector participants to prepare individual export plans on the basis of the sector strategy already prepared
- Assessing supply and demand side side policy constraints with respect to goods and services and providing guidance for addressing them.
- Assisting in the preparation of national export strategies based on the sector strategy work, subject to availability of resources.

ii- Expected outputs of Module IV

- Allocation of useful resources for the development of priority exports sectors;
- Established private-public sector partnerships
- Adoption of clearly defined sectoral strategies and action plans for guiding their implementation by the stakeholders concerned;
- Policy-induced supply side constraints identified and recommendation made for their removal;
- Initiation of action for implementing the agreed upon action plans; and
- Increased participation of women in designing and implementing export strategies.

iii- Expected outcomes of Module IV

The outcomes expected from the implementation of Module IV by partner-countries will comprise:

- Policy framework aligned to the requirements of the exporting community in the selected priority sectors;
- Strengthened capacity of stakeholders to collect and analyze economic data, particularly that which are related to exports;
- Enhancing understanding of the policy environment and market drivers;
- Building capacity of concerned stakeholders to derive economic benefit from export opportunities created by liberalizing economies; and
- Strengthening capacity of the business sector to interact with the government and civil society to lobby for supporting their commercial interests with respect to MTS.

3. JITAP strategy relevant to the implementation of Module IV

a. Target audience of JITAP II capacity building activities under Module IV

i- Potential beneficiaries

- Trade related organizations, like trade promotion organizations or trade facilitation organisations;
- Ministries concerned with trade development issues;
- Ministries concerned with the selected sector for which export strategies are going to be developed;
- Various private sector associations, like product associations or private sector associations;
- Exports oriented enterprises;
- Business service providers; and
- Civil society, like Academia, NGOs, cooperatives.

ii- Thematic priorities (Based on JITAP I baseline data and major needs identified)

Original JITAP countries identified sector strategies as a very useful tool to help their entrepreneurs and policy-makers to convert trading opportunities that become available due to opening up of economies into new export opportunities.

In April 2003 a regional workshop on export sector strategies was organised to enable the three agencies in collaboration with the partner countries to critically take stock, analyse and review the assistance under JITAP I in the area of sector strategy formulation in order to draw lessons from the experience of designing sector strategies with the objective of enhancing the effectiveness and efficiency of such assistance. The objectives of the workshop were two fold: (i) draw the lessons from the first experience undertaken by ITC in developing sector strategies for export development following a “do-it-yourself” approach, and (ii) integrate the results of this assessment into the design and development of toolkit for Module IV.

Based on the discussions held at the regional workshop on export sector strategies the following major needs are identified:

- Implementation of a more integrated approach in the formulation of sector strategies that should be better linked to the national context. The formulation should be undertaken in a close partnership between private sector organisations, public sector institutions including trade support institution, and private companies. The sector strategy formulation process should cover the entire value chain for the selected sectors from production to export.
- More autonomy is required in the implementation of sector strategies in the participating countries through a strengthening of capacities of the working teams established for the strategy development process (i.e. SSSGs and SCTs). A framework for the implementation of the strategy should be provided and would include clearly defined alternatives and options for action for each step of the process. This will enable the SCTs and the SSSGs to rapidly adjust their action to take into consideration changes in the national environment and progress in eliminating bottlenecks and facilitating transactions.

- Universal application of the sector strategy formulation process to allow adaptation of existing strategies to the evolution of the national context, and to enable coverage of other sectors, products or services, in the same country. It is important that additional countries, participating in JITAP, be able to apply the same concept either as a first experience or in linkage with other on-going programmes that have the same objective.
- Extension of the concept of sector strategy formulation for products to the services sector as this is a sector that has great potential for developing countries. Tourism and other services could experience a wide development in some countries. Technical assistance under JITAP could assist them in the on-going WTO negotiations.

b. Implementation strategy of Module IV

JITAP II will seek to establish a careful balance between national self-implementation and external agency support, the emphasis being on fostering more self-implementation. Programme implementation will be undertaken following the format used under JITAP I with one agency serving as the lead agency responsible for oversight of implementation of Module IV. Responsibility for the implementation of Module IV lies with ITC, with UNCTAD and WTO being involved as appropriate.

- Development of a toolkit for Module IV
Based on the experience under JITAP I and on the outcome of the regional workshop on export sector strategies a toolkit on sector strategy development will be developed to facilitate more “self-implementation” of Module IV by the countries themselves. The toolkit presents different methodologies for the formulation of sector strategies depending on the specific circumstances of each country. The user-friendly and self-standing kit provides a step-by-step guidance on developing sector strategies in a “bottom up” manner.
- Delivery of the toolkit for Module IV
To deliver the toolkit some direct support from the three partner agencies will be needed, especially for the new JITAP countries having little experience in the area of sector strategy development. It is planned to organise two sub-regional workshops (one for new Anglophone and one for new francophone countries) to make the counterparts in the new countries familiar with the use of the toolkit. The use of a coach to guide the entire process of sector strategy development in the new countries is recommended. In the old JITAP countries, the toolkit will be launched at national level and sector strategies will be prepared by the SCTs with technical backstopping from ITC.
- Capacity building in the area of sector strategy development
Each of the countries has to agree on a country specific project document and a clear implementation plan for the various activities under each module. They have to identify national capacity-building commitments as a prerequisite for successful programme implementation. Regarding Module IV, capacity has to be built to enhance knowledge of the business sector in the identification of business opportunities and of challenges arising from liberalizing world economies. There is also a need to create core capacities within the business sector to interact with the

government and civil society and to lobby them for supporting their commercial interest with respect to MTS.

Moreover, the implementation of this module will develop capacities for market analysis, addressing supply-side constraints and for assessing and proposing relevant trade policy options.

c. National implementation of module activities

The module is expected to be implemented almost entirely at field level with the help of national experts and other stakeholders.

The JITAP National Steering Committee and/or the Inter-Institutional Committee are responsible for the selection of the members for the Sector Strategy Stakeholders Group (SSSG). This group is key to the process of sector strategy development. Its role is to guide and monitor the entire process of developing the sector strategies, beginning with a “factoring in” of the impact of the emerging MTS on the national economy and ending with the elaboration of policy options arising from the developed strategies. The SSSG usually has between ten to twelve members⁴.

At a national symposium for the final selection of the priority sectors a Sector Counterpart Team (SCT) for each identified priority sector is set up by the SSSG. The SCTs include professionals closely involved in export activities with experience in developing marketing strategies in the selected priority sectors. Team members⁵ are drawn from the private and public sector institutions and export enterprises in the sector. The work of SCTs is guided and supervised by the SSSG. The main task of the SCTs is to carry out work leading to the formulation of sector strategies and to develop an action plan for their implementation.

After the development of the sector strategy through applying the methodologies given in the toolkit for sector strategy development, a national symposium for adopting sector strategies and action plans will be held. The main objective of this national symposium is to discuss the draft sector strategy document, to make recommendations for its improvement and to obtain endorsement from the different stakeholder groups entrusted with implementation responsibilities for various elements of the action plan. The symposium will adopt a plan for the implementation of the sector strategy and its integration into the national development plans of the country.

Formulation of strategies cannot be an end in itself. Implementation and improvement in export performance must be the ultimate goal. Actions at four different levels are required to ensure implementation of sector strategies:

- Improvement in the policy environment wherever required. The SSSG takes the lead.
- Strengthening of the Trade Support Institutions Network. The SSSG and SCTs lead that effort.

⁴ A proposed membership would comprise two representatives from the Ministry of Finance, two from the Ministry of Trade, one from the Ministry of Industry, one from the counterpart organisations (TPO), two from the private sector, one from the civil society and two from the Ministry concerned with the selected sectors (Agriculture, Textile, Fishery, etc.)

⁵ SCTs include representatives from: the product sector associations, the TPO, leading exporters, leading producers, and local business service providers.

- Strengthening of the export capacity of sector specific enterprises. The SCTs lead this work.
- Monitoring of implementation of strategy. This effort is lead jointly by the SSSG and SCTs and is tracked against an established implementation schedule.

d. Performance indicators for activities under Module IV

The performance indicators for this module – including the standard output and result indicators of the toolkit utilization - are the following (to be completed and incorporated in JITAP Performance Measurement Matrix, PMM):

Performance framework	Performance indicators	Data sources
<u>Impact</u>		
Higher levels of income and employment achieved through sustainable export-led growth leading to reduction in poverty. Greater role of trade in the social and economic development.	National statistics to be used with care as JITAP contributes to strengthening the countries' capacity to participate in the MTS, which indirectly impacts on the overall performance in exports and imports	National Bureaus of Statistics
<u>Expected Outputs and Results</u>		
Old JITAP countries have strengthened their capacity in a sustained way; and new countries have required basic capacities to more effectively participate in the MTS	Number of organizational structures established for networking national trainers for providing the required support to governments and institutions that need assistance on MTS issues.	JITAP focal points, at the Ministries in charge of Trade. Networks of MTS trainers and professionals.
Formulate and contribute to the implementation courses of action by stakeholders do derive economic benefits from export opportunities created by liberalizing economies.	Number of business organizations capable of identifying business opportunities and challenges arising from liberalizing world economies, and having basic capacity to interact with the government and civil society to lobby them for supporting their commercial interest with respect to MTS.	JITAP focal points, at the Ministries in charge of Trade and other stakeholders from private and enterprise sectors. Sector strategies formulated by involving private enterprises and trade development associations.

Performance framework	Performance indicators	Data sources
Contributions to an enhanced enabling environment for export development and export oriented investment.	Evidence of implementation of sector strategies	JITAP focal points, at the Ministries in charge of Trade and other stakeholders from private and enterprise sectors. Trade policy reviews Specialized media analysis
	% increase in the participation of women in trade policy formulation and trade negotiations as well as in designing and implementing of export strategies.	JITAP focal points, at the Ministries in charge of Trade and other stakeholders from private and enterprise women organizations. Trade policy reviews Specialized media analysis
Enterprises have the capability, at various levels, to seize business opportunities that arise from enhanced market access under the MTS.		Foreign trade statistics. Sector and enterprise strategies and export performance.
Technical assistance content of JITAP is captured in standardized capacity building modules that could be used by a range of developing countries either as self-implementation tools or with ITC, UNCTAD and WTO support.	Tool kits on sector strategy development designed and made available to stakeholders.	Documents of the modules and country progress report. Concept paper, toolkit and implementation plan on Module IV prepared by ITC
National priority export sectors identified for new countries.	Use of matrices of priority export sectors and adoption by the stakeholders.	JITAP focal points, at the Ministries in charge of Trade. Trade Promotion Organizations. Private sector development organizations. Export enterprises.
Goods and services sector strategies formulated for current countries.	Existence of strategy for selected sectors according to the JITAP coaching approach and adopted by stakeholders, including main export enterprises.	
Enabling environment policies identified and linked to export strategies.	Number of policy recommendations formulated for export development.	

4. The toolkit for Module IV

Based on the experience under JITAP I and on the outcome of the regional workshop on export sector strategies a toolkit on sector strategy development will be developed to facilitate more “self-implementation” of Module IV by the countries themselves.

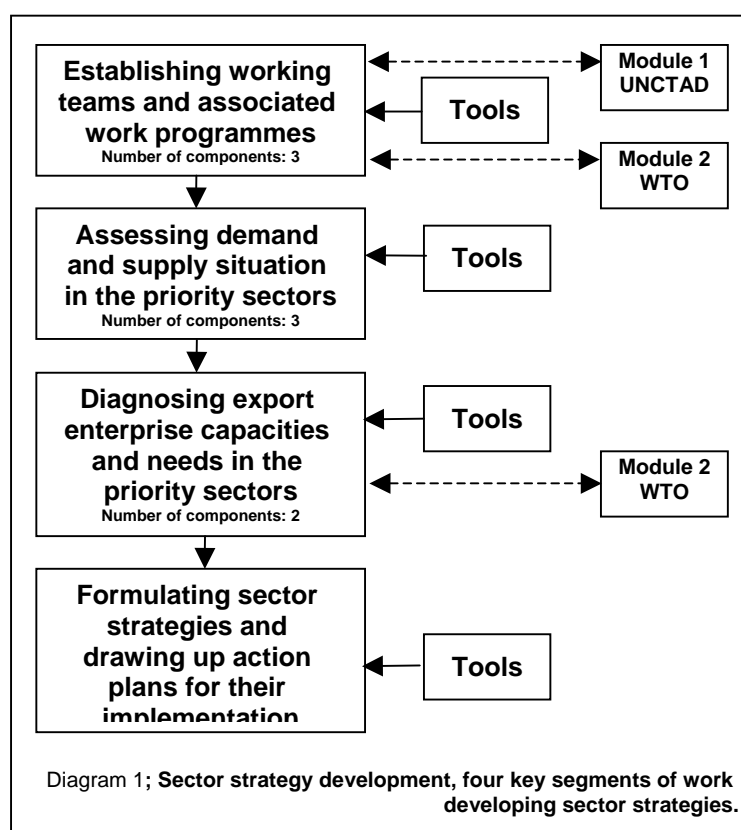
The toolkit can be used once stakeholders in a country have decided that a sector strategy approach is needed to derive greater economic benefits from global markets and have determined that the required human and financial resources are in place for applying the toolkit.

a. Contents of the toolkit

The user-friendly and self-standing kit provides a step-by-step guidance on developing sector strategies in a “bottom up” manner. For the process of sector strategy development the toolkit determines:

- Targeted audience;
- Prerequisites;
- Key concepts;
- Methodology;
- Steps for implementing the traditional JITAP methodology; and
- Expected outcomes.

For the traditional JITAP approach to develop sector strategies the key tasks are: Identifying priority sectors; assessing the structure of each priority sector; defining the urgent needs of each sector for giving it an export orientation; realistically assessing timescale and costs for delivering the key requirements together with different options for delivery; preparing costed sectoral action plans and initiation of steps for implementing them.



b. Structure of the Toolkit for Module IV

The toolkit for Module IV comprises two volumes. Volume 1 consists of an overview, and a description of the structure and processes of the traditional JITAP approach and it also contains the tools applied therein, including the CD-Roms and user manuals if available. Volume 2 gives terms of references for key activities and sample output documents from various components in the traditional JITAP approach.

The various tools included in the toolkit can be categorised in:

- Web based portals for product and market analysis;
- Checklists for demand and supply survey;
- Online questionnaires and decisions support software to assess needs and resource requirements at enterprise level in a given sector and to aggregate those requirements on a sector level;
- Terms of References for key areas like, establishing SSSG and SCTs; conducting Market Orientation Tours; and holding national symposium on sector strategy; and
- Sample Reports like, Matrix Report on export products and markets, Diagnostic Report for the selected sector; and Report on Sector Strategy including Action Plan.

The toolkit is best applied by following the components indicated therein and using the specific tools included. Further guidance on tasks to be undertaken and outputs that are expected under different components is provided through terms of references and sample technical documents. It can be used by the stakeholders on their own or with technical support from ITC.

c. Adaptation to local needs and target groups

As many components of the methodology are independently executable the toolkit can be easily adapted to the local needs of the country. All tools included in the toolkit are delivered with user manuals. Additionally, training on the use of the various tools can be provided by ITC. The included terms of references are ready for use; if necessary a national adaptation can take place. Included example documents are giving a clear picture of the expected outcome of the key components of the toolkit. However, it is recommended to use a coach to guide the entire process of sector strategy development with the toolkit.

d. Preparation and delivery of the toolkit

Based on the experience on sector strategy development under JITAP I and on the outcome to the regional workshop on export sector strategies, ITC, in collaboration with a consultant, prepared a toolkit on product and services sector strategy development which will be ready for dissemination in April 2004.

The delivery of the toolkit will be twofold; for new countries, regional workshops (one in eastern Africa for Anglophone countries and one in western Africa for the francophone countries) will take place where the toolkit will be presented, the methodology and tools explained and made available to the countries. In old countries, where the infrastructure for sector strategy development already exists, the toolkit will be disseminate within in the framework of launch missions by ITC headquarters staff.

5. Recapitulation of module activities as the basis for the JITAP implementation plans

a. Countries in first phase of JITAP

Under Module IV capacity will be built to enhance knowledge of the business sector in understanding how to identify business opportunities and challenges arising from liberalizing world economies, and to interact with the government and civil society to lobby them for supporting their commercial interest with respect to MTS.

Additional product-sector strategies will be developed in each JITAP country following the model used under the original JITAP. At the same time, enabling supply-side policies with respect to goods and services will be assessed and guidance given for modifying them wherever necessary.

In the old JITAP countries capacities for sector strategy formulation will be reinforced through the tool-kit and technical backstopping from ITC. Appropriate implementation mechanisms will need to be put in place for the implementation and monitoring of strategy. Support will also be provided to assess policy options emanating from strategy formulation. Enterprise-level support will be provided to enable export-oriented enterprises to prepare export plans based on the sector strategy. Where possible, national export strategies will be prepared.

b. Countries involved in 2nd phase of JITAP

Work in new JITAP countries will be more comprehensive due to the need to set up a basic infrastructure for sector strategy formulation. The “toolkit” will be a very important tool in this regard but will need to be supplemented focus on undertaking the required analysis of products and markets for identifying priority sectors for which sectoral strategies need to be developed. Assistance will be given for understanding the sector strategy development methodology and on creating an enabling environment in which the private sector enterprises can flourish. Technical workshops will be held for coaching the enterprises in understanding the elements of enterprise level strategy so that given the sector strategies the business sector participants can prepare individual business plans for boosting exports.

c. Consolidated schedule of activities

Activity	Expected results and outputs	Main country counterparts
1) Finalisation of the toolkit for Module IV	Toolkit ready for dissemination	ITC
2) Dissemination of toolkit to the countries	Capacity built to use the toolkit	National Focal Points SSSG members SCTs
3) Applying the toolkit for Module IV	Ability to identify and take advantage of new trading opportunities	Ministry of Trade Ministry of Industry NSC

Activity	Expected results and outputs	Main country counterparts
4) Selection of priority sector for the application of JITAP activities in the formulation of sectoral and national export strategies	Sectors with high trade potential identified	Selected counterpart institutions from among universities, research institutes, etc. SSSG SCTs
5) Applying one of the given methodologies for developing sector strategies	Sector strategies including action plans developed	
6) Holding national symposium on sector strategy	Endorsement of the sector strategies and action plans by all stakeholders	
7) Dissemination of the sector export strategy documents to the concerned stakeholders	Awareness created to stakeholders on existing/new opportunities	
8) Carrying out follow-up activities as determined in the action plans	Initiating the process of strategy implementation	

d. Sequencing of module activities

By April 2004 the toolkit on sector strategy development will be finalised and ready for dissemination. The regional workshops for the dissemination of the toolkit to the new countries will take place in the course of May 2004.

Activities 3) to 8) expressed under the subheading “c. Consolidated schedule of activities” are generic in nature and will be adapted to each country according to its specific needs and circumstances. A country specific adaptation of these activities will be stated in each country project document. Additional, urgent follow-up activities from JITAP I have to be conducted in old countries. Further activities regarding additional product-sector strategies development and formulation of national export strategies will be stated in each country project document.

e. Special considerations: Gender and Poverty related activities

The gender dimension will be fully integrated in Module IV of JITAP II. An increased participation of women in SSSG, SCTs and training activities will be encouraged. In the identification of priority sectors for which strategies are to be developed, particular effort will be made to include sectors that favour products in the production and export of which women play an important role.

Increased exports due to the developed sector strategies will contribute to employment and income generation in the country and will therefore contribute to the poverty reduction effort.

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