

JITAP II

Concept paper for Module 5

Networking and Programme Synergy

Proposal for detailed scope, structure and contents of the module and the related toolkit
[Version 3.0, 26 May 2004]

A. Background and baseline from JITAP I

JITAP II was launched as from February 2003, following a positive evaluation of JITAP I. The programme has three components pertaining to the development of modules and related toolkits:

- Design and development of toolkits for the five substantive programme modules¹;
- Implementation of the Advanced Track in the initial group of countries²;
- Implementation of the Foundation Track in the new group of countries³.

As was the case under JITAP I, the capacity for beneficial integration into the Multilateral Trading System (MTS) in partner countries will be built under JITAP II at the individual, institutional, and system levels. The executing agencies have distributed the leadership role among themselves for each module, leaving two modules for joint leadership⁴. The leadership responsibility was defined as relating to:

- The proposition of the complete contents and structure of the module and the related implementation instruments, including the toolkit;
- The appropriate initiatives to be taken for the definition and implementation of tasks;
- The definition of the implementation processes for such tasks;
- The quality control and assurance of the outputs.

This concept paper aims to provide the terms of reference including scope, structure and contents of Module 5 on Networking and Programme Synergy. It indicates the broad modalities for the design, implementation and monitoring of the activities under this module and the related toolkit. Module 5 is under joint leadership by the three JITAP agencies, through the Coordination Unit.

The networking aspect was ensured under JITAP I through:

- The formation of at least one national network of trainers and MTS professionals in each country.⁵
- The Communication and Discussion Facility (CDF), launched under JITAP I to serve as a platform for interaction and exchange of ideas and experiences on MTS issues among JITAP countries⁶.

¹ Up to nine toolkits: two for each of modules 1 to 4 and 1 toolkit for module 5

² 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 and the United Republic of Tanzania.

³ The foundation track is meant for the countries that joined the second phase Botswana, Cameroon, Malawi, Mali, Mauritania, Mozambique, Senegal, and Zambia.

⁴ 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 (Coordination Unit)
- Product and Services Sector Strategies	ITC
- Networking and Programme Synergy	Joint leadership (Coordination Unit)

⁵ In most cases, such initiatives were taken by JITAP trainees who participated in WTO trade policy courses or at the "Geneva courses" organized by JITAP. MTS trainees were encouraged to form associations or non-government organizations and provided some resources for the formalities of association constitution. Currently, associations exist in Benin, Burkina Faso, Côte d'Ivoire, Kenya, Uganda and Tanzania.

- The organization of management meetings annually at which all programme Focal Points and National Facilitators in the partner countries were invited to reflect on the mutual experiences and to exchange views on the ways and means of improving programme performance.⁷
- The organization of three programme-wide meetings of the Inter-Institutional Committees, two at sub-regional level and one in Geneva.
- The organization of eight videoconferences for French and English speaking JITAP countries for joint briefings on MTS issues and negotiations that also served as a refresher for the MTS trainers and professionals trained under the programme.

Most of the above activities were undertaken as part of either the management or the training components of the programme and largely contributed to networking of what has become the “JITAP family”. Only the CDF was formally dedicated to networking among the participating countries.

B. Features and objectives of Module 5

1. **Main definitions and terminology**

- Communication and Discussion Facility, CDF: Web platform on the JITAP website (<http://www.jitap.org>) for the organization of interactions among JITAP stakeholders on technical MTS issues, with a focus on capacity building activities. The JITAP website is composed of (i) a number of static pages comprising general information on the partner countries, on the modules, as well as some news items; and (ii) a Communication and Discussion Facility (CDF) that has three components:
 - Documents Exchange,
 - On-line discussion facility,
 - Questions and Answers Forum.
- Inter Institutional Committee (as defined in Module 1 concept paper).
- JITAP partners: Countries participating in the programme, and by extension, the counterpart organizations and their managerial and technical staff involved in the activities of the programme.
- MTS resource persons and professionals: Individuals who have received a training on general subjects of the Multilateral Trading System or on specific subjects thereof, be it in the framework of JITAP or in the context of other trade-related technical-assistance (TRTA) programmes of the WTO, UNCTAD, ITC and other TRTA providers. The MTS resource persons could be acting professionals in organizations concerned by international trade relations in the public and private sectors, or trainers and academia teaching at universities and learning institutions.
- National Enquiry Point and MTS Reference Centre (as defined in Module 2 concept paper).
- National Feasibility Study (NFS): Based on the configuration of the JITAP portal and technical specifications indicated by JITAP management, each country will prepare a light survey of the implementation conditions of Module 5 in the country, taking into account the plans and resources available in the country and the requirements of JITAP capacity networking.
- Strategy Counterpart Teams (as defined in Module 4 concept paper).
- Substantive Web Site: For the purpose of this module, a “Substantive web site” will be each individual web site of a Reference centre, NEP, IIC, SCT, Network of trainers, etc. in a given

⁶ At present, the CDF is an interactive web site [<http://www.jitap.org>] that was used to foster, through the Questions and Answers (Q&A) forums, dialogue among IICs and national networks of MTS trainers and professionals, particularly on the occasion of the videoconferences dispensed by the programme.

⁷ Six managements meetings were held under JITAP I.

country. Different substantive web sites may be established and maintained by one national counterpart organization. For example, one organization could establish and maintain on its corporate web portal, a web site for the NEP and another one for the Network of trainers or the SCTs.

- Substantive network: Network of substantive web sites.
- Synergy and Coordination Committee (SCC): Based on work undertaken under JITAP I (clusters 5 and 6), it is recognized necessary that the networking activities should be supervised by a multi-partner committee in consideration of the complexities of the technical work on the one hand and of the importance of coordination. The SCC is expected to coordinate, at the technical level the setting, adaptation and operation of substantive websites. Its composition and specific mandate in each country will be determined by the national feasibility study.

2. Regional integration dimension of JITAP

The regional integration dimension was to be taken into account under JITAP II with increased attention and a strategic approach, notably for ensuring sustainability and efficiency. In fact, *"The sub regional integration potential of the countries"* was retained among the entry criteria to JITAP II. JITAP's Programme document specified that *"the IICs, wherever possible, (are expected to) address the interfacing of MTS with the regional integration process and other international trade agreements"; and "a well-defined approach to long-term sustainability through national commitment and ownership and support of national capacity through regional and global networking"*. In addition, some of the outputs for modules 1, 3 and 5 refer to *"Linkage of national trainer networks to relevant regional/global networks"; and to the necessary "Linkage of national policy researchers and experts to relevant regional/global trade policy research networks."* Moreover, an important strategic approach was indicated in the JITAP II Programme document, particularly for module 3: *"The work plan for this module will also be developed with a view to strengthening linkages between national policy-makers, researchers, experts as well as trainers and regional and global research networks focusing on the MTS. In particular, JITAP will explore synergies between the work to be carried out under this Module and the work conducted by existing African policy research networks. This is important in view of the fact that many of the trade researchers, trade policy makers, and trade policy institutions associated with JITAP are the same as those associated with these other networks and redundancy and duplication should be avoided."* It was added that *"various means to link national and regional networks to sources of new training on an on-going basis will be explored."* Hence, Module 5 was to aim at *"linking National Capacity to Regional and Global Networks for long-term sustainability and deriving added synergy from enhanced Programme Coordination"; and one of the four focus areas under module 5 was to ensure "Linkage of national training networks to existing regional or global training networks, including various distance learning platforms and African University networks if and where appropriate."*

These strategic options were incorporated in the programme document, based on JITAP's experience and on the recommendations of the evaluation that stated, among other, that *"The sub-regional and inter-country dimension of the next JITAP should be more pronounced than in the first phase. As many activities as feasible should be organized on a sub-regional and inter-country scale, thereby adding value to other TRTA, which are largely implemented exclusively at the country level."* It added: *"The lesson to be drawn from the experience of the last three years is that there is more to be gained from placing more emphasis on sub-regional actions, apart from economies of scale. Such an approach could make an important contribution to capacity building in individual countries and also in the establishment of sub-regional networks, which are vital to the development of trade. A considerable proportion of the trade of an individual JITAP country is regional and this aspect can best be addressed through the inter-country focus of JITAP activities. Moreover, trade negotiating positions can also be developed through sub-regional and regional convergence and while JITAP so far has contributed modestly to this process, it could do more in the future."* The JITAP I evaluation report continued by indicating that *"Adding a regional dimension will introduce a greater relevance and realism, as trade opportunities for many of these countries are to be found within the region*

itself"; or "In most areas of JITAP, there could have been benefits accruing from mechanisms more purposively established for regional interaction and the exchange of experience. There could also have been opportunities to tap in more optimally to the limited pool of high-quality expertise available within these sub-regions. These are aspects to be considered in future designs."

3. Module objectives and related components

a. Purpose and scope of module 5

JITAP II has adopted a long-term sustainability strategy through national commitment and ownership and through regional synergies. It will support national capacity for the Multilateral Trading System (MTS) through regional and global networking.

The networking of national and regional MTS-related capacities must be seen under this phase of the programme not only as a means for ensuring increased synergies and cross-fertilization of MTS expertise built under JITAP, but also as a way for ensuring the sustainability of such capacity beyond JITAP II (2003-2006). The networking and synergies that Module V intends to build through enhanced Programme coordination underpin and complement the work to be carried out under the other four JITAP modules and lay the foundation for the sustainability of the MTS capacities developed under the Programme as well as the ownership by its constituents. The very fact that people and institutions are linked and work together at the regional level contributes substantially to their self-reliance, and challenges them for enhanced national performance. To this end, global, sub-regional and national networks will be set up or encouraged to link national capacities to regional and global networks for long-term sustainability. Other technical cooperation initiatives could also use the JITAP networks for a better coordination in the field.

The MTS networks in the countries and at the regional and global levels are intended to provide intellectual and operational sustenance to national and regional institutions and individuals working on the MTS, by providing access to new information, sharing of experiences, opportunities for further training, and other support mechanisms.

b. Objectives of Module 5

Module 5 aims at **establishing operational linkages among national, regional and global MTS individuals, institutions and networks dealing with the MTS, at all levels**. As per the JITAP Programme Document, work under this module will focus on four main areas:

- Strengthening and adapting the CDF facility launched under JITAP I;
- Linkage of national MTS training capacities in local networks and to existing regional or global MTS training networks, including various distance learning platforms and African University/Research networks if and where appropriate;
- Linkage of national MTS experts and trainers to existing African Trade & Development policy research networks and to other pertinent global Trade & Development research networks;
- Linkage of apex business organizations and others national partners of the programme to ITC's Executive Forum network, ITC's World Tr@de Net and to the other similar relevant programmes and networks of UNCTAD and WTO.

c. Components under the module and related activities

More specifically, the following components will be developed, corresponding to each of the above objectives:

i. Expanding the CDF to become a JITAP Portal

Currently, very few of the counterpart organizations have dedicated web sites relating to their respective missions and mandates. Those that exist contain little information or lack dynamism, and in almost all cases are not interactive. The introduction and strengthening of various websites under

JITAP will allow the JITAP partners to better internalise the new communication and Internet technologies and to increase their institutional use of such technologies in trade development and MTS matters. It will also allow the creation of an MTS inter-active community in the JITAP countries.

In operational terms, this will be achieved through:

- Updating the JITAP web site to cover the sixteen countries and to enhance its functions. The JITAP web site will become a multi-entry portal connecting to the national substantive networks;
- Enhancing the Communication and Discussion Facility (CDF) to introduce new concepts and technologies that emerged since the inception of the JITAP I web site, and to focus on the Question and Answer Forum (JITAP QAF) and on the Documents Exchange Module (DEM);

1.) Main functions of the JITAP Portal

The JITAP Portal will link and provide exposure to all the JITAP stakeholders in the sixteen countries and other interested users, of the substantive national web sites established or to be established and maintained by the countries, with support from JITAP and other TRTA providers, for each category of networks, namely:

- Reference centres (three in each country),
- NEPs (four in each country),
- IICs (one in each country),
- SCTs (one or more in each country),
- Network of trainers (one in each country).

2.) Structure of the JITAP Portal

Hence, the JITAP Portal will have four “functional” entries, one networking application and several linkages to the associated academic and training institutions, NGOs, Regional integration organizations (or Regional Economic Communities) and other related websites:

- Country portal: Linking to the national web sites (one for each country);
- Substantive JITAP web sites: Five entries for the categories, as above;
- Q&A Forum: Question and Answers Forum with entries by subject in the form of a tree with answers and comments relating to a question or subject matter;
- Documents Exchange Module, with all JITAP documents accessible on line, to authorized users. Most of the documents will be selected from among those produced at the country level and posted on the substantive websites;
- Networking application: to be used for web conferencing as well; and
- Linkages with associated academic and training institutions, NGOs and other related websites.

3.) Field support to the countries

To help the countries in interfacing with each other and with the central web portal, JITAP will contribute in establishing –where needed– the national substantive web sites, according to country-specific needs and resources allocations. This effort would take into account such programmes as the NTIC programme supported by UNDP in certain countries and other similar new/innovation technology initiatives. A joint server will be provided to each of the sixteen countries as necessary that will be managed by a Synergy and Coordination Committee (SCC), and basic equipment will be provided to the nodes that need it (one computer and relevant software per substantive national web site). The Reference Centres and NEPs will use the same equipment delivered under Module 2 for the networking activities under module 5.

Where needed, a post of a webmaster can be supported by JITAP for the duration of the programme in each country, provided that the post is taken over by national resources when the country exits from the programme.

ii. *Consolidating and Establishing Networks of MTS Trainers and Professionals, at national and regional levels*

1.) At the national level: Networks of MTS institutions and infrastructures

JITAP will pursue its initial strategy of encouraging the formation of national networks of professionals and institutions in each of the relevant fields. Efforts will be made to link more closely the national trainers and professionals trained under JITAP in each country to national academic institutions.

In addition, individuals working on trade & development research and at training institutions as well as at NGOs concerned with trade & development issues in JITAP countries will also be associated in the MTS networks, that will be also linked to those networks built by the agencies under their respective technical cooperation programmes (WorldTradeNet, Executive Forum, Global Trade Points Network, Trainfortrade, etc.)

In operational terms this goal will be achieved through the following activities that complement Module 3's training and provision of training material:

- Facilitation of network constitution and operation;
- Provision of guidance and advice on work plans and marketing strategies of their respective services;
- Linkage to other similar networks in the other countries, particularly at sub-regional level;
- Linkage to potential users of the networks' services for information dissemination and training;
- Encouraging other network promoters and technical assistance providers to invest in the MTS networks constituted under JITAP;
- Using the networks expertise to support activities in JITAP countries and others, as may be applicable.

2.) At the regional level: Cooperation with African University and Research networks

Regional research and training institutions and NGOs working on trade & development in the African region will be associated to the activities of JITAP MTS networks in the countries that will be linked to similar networks that may exist at regional level.

The expertise of national networks will be used to facilitate the incorporation of the integration and regional dimension into MTS capacity-building activities of JITAP, as applicable.

iii. *Distance learning and Regional / global MTS meetings facilitated by videoconference support*

As per its programme document, JITAP aims under module 5 at introducing distance learning platforms in the countries and to pursue the utilization of videoconference support services to boost MTS knowledge and to help prepare national inputs into WTO negotiations. This tool will be further used to facilitate the direct communication and technical assistance delivery in real time. The videoconferences will also be used to update the trainers and professionals and refresh their MTS knowledge.

Moreover, web-conferencing and online discussion facilities will be promoted under JITAP II, through the web site, as a means for cost-effective and easy-to-use communication and inter-change among JITAP partners and resource persons.

4. Main activities under Module 5

a. At Programme level

i. Feasibility study for the re-profiling of the JITAP website

A feasibility study will be conducted for the implementation of the contents of Module 5 as presented in this paper, and to convert the concepts into feasible operations. The study will review the technical context of implementation and adapt the concepts to the field reality. It will identify the best approach for the preparation and delivery of the JITAP web portal, and the adaptations that may be relevant to country specific situations. The study will review the status of ICT and related technological innovation projects in partner countries.

ii. Re-profiling of the JITAP web site

The public information of the JITAP web site (static pages) will offer information on the organization of JITAP in the sixteen countries (contact information, organization of the NSCs, the IICs, the Reference centres, the NEPs, Sector Strategy teams, etc.) and update the basic information, such as the programme document, the concept papers of the five modules.

The web pages will also be revised to feature the new JITAP logo and to offer a softer and more user-friendly interface. In this context, the options for item-selection will be redesigned to adapt to the current Internet applications.

iii. Enhancing the Communication and Discussion Facility (CDF)

The access to protected information will be made easier and more user-friendly, especially for the Country portal, the Substantive web sites, the Q&A Forum and the Documents Exchange Module.

iv. Regional and global meetings

Subject to confirmation in the yearly implementation plans, JITAP will organize:

1.) Annual management meetings in 2005 and 2006

The Management meetings will allow all focal points and relevant personnel to discuss JITAP operations and possible improvements of the programme's efficiency. The meeting will be an event for problem-solving and for sharing views on issues of common interest;

2.) A High-level workshop on MTS capacity building and regional integration

This workshop will be organized in 2004 with representatives from the secretariats of the concerned regional integration organizations and the JITAP Focal Points, to agree on the ways and means for best integrating the sub-regional dimension into JITAP capacity building activities.

v. Videoconferences

A programme of videoconferences will be prepared for the duration of JITAP II, taking into account the main Agenda items of WTO negotiations and other trade-related agendas. The WTO Institute for Training and Technical Cooperation and other concerned institutions will be associated to this exercise. The cost of videoconferences will be charged against modules 1, 2 and 3, as applicable.

vi. Webconferences

Once the JITAP website is reprofiled and related servers and applications for webconferencing installed in all countries, a programme of web conferences will be proposed to allow all JITAP

partners in the countries to remain in touch about MTS issues under negotiation, and on the programme implementation issues. This will reinforce the dialogue that will be maintained through field missions and the management meetings.

vii. *Q&A Forums*

Each of the above activities will be prepared by the organization of Question and Answer Forum on the Communication and Discussion Facility (CDF). The Q&A Forums will be moderated by the respective leaders of the activities.

viii. *Posting of MTS information items selected from the national substantive web sites*

The JITAP web portal will show highlights of programme activities in the countries, as featured by the national web sites, through hyperlinks to multimedia items.

b. At National level

i. *Feasibility study for a national network of substantive web sites*

This feasibility study will be conducted in each country according to a model and checklist to be made available by JITAP, to define the prerequisites and necessary actions to be undertaken in each country to set up the national network of substantive web sites, depending on country specific needs and resources allocations. The total investment per country should not exceed an amount to be indicated, based on the JITAP II budget, which could be complemented by other trade-related technical assistance initiatives or national resources.

ii. *Establishment of national substantive web sites*

The substantive websites will be established in coordination with other programmes supported by other TRTA initiatives pertaining to new/innovation and Internet technologies. The feasibility study will take stock, where applicable, of the recommendations of the feasibility studies undertaken in the framework of JITAP I cluster 6 on trade information systems. Once the national partners agree on linking their web-sites and select a host for a common server, they will be assisted in:

- Setting up the Synergy and Coordination Committee (SCC) with a mandate according to the guidelines that will be defined in the main feasibility study;
- Providing and establishing a joint server if necessary (one per country), under the responsibility of a leader organization to be designated in the feasibility study, and managed under the aegis of the Synergy and Coordination Committee (SCC);
- Developing the website application and databases (initial development only, one-time investment, pending commitment to support the following stages with other resources);
- Acquiring basic equipment (one computer and relevant software per substantive national web site, subject to the equipment delivered under Module 2, being also used for activities under Module 5);
- Granting some financial resources to operate, maintain and update the websites, including Internet broad-band access and hosting of the national substantive web sites (resources decreasing while the Programme phases out, while assurance to be sought for a take-over by local resources).

iii. *Utilization of the Communication and Discussion Facility (CDF)*

Training of CDF users in the countries will be organized locally, to ensure that the Web master in each country and the potential users are conversant with the website features and can upload easily information and documents. The users must also master the web conferencing facilities through the same training.

iv. *National network meetings*

The members of the national network of Substantive web sites will meet regularly to review progress and resolve any issues that may slow down or hamper the operations of the respective websites. They

will consider all the common aspects of their work, including the release of news on the websites and posting of technical documents.

C. JITAP strategy relevant to the implementation of Module 5

The JITAP strategy relevant to the implementation of Module 5 is based on three major variables, and will be the result of:

1. Target audience of JITAP II capacity building activities under Module 5

a. Potential beneficiaries from module activities

- National networks of trade-related institutions and MTS infrastructures:
 - The JITAP management institutional framework: NSC, Focal Point, and main counterpart organizations;
 - The IICs and their sub-committees and members thereof, including the civil society organizations and academic institutions involved in MTS training;
 - The Reference centres on the MTS (RCs) and their constituencies;
 - The National enquiry points (NEPs) and their constituencies;
 - The Export strategy sector counterpart teams (SCTs) and related enterprises.
 - The trainers that are members of the networks of MTS trainers and professionals trained under JITAP and other related programmes.
- Regional and international MTS trainers and professionals, including individual researchers pertaining to Trade & Development Research and Training institutes;
- Regional Integration organizations and their Secretariats will also benefit from enhanced involvement in MTS capacity-building under JITAP.

The categories above may be extended as appropriate, notably to increase parliamentarians, civil society and regional organizations' involvement in relevant areas of the Programme. A detailed list of potential target users and beneficiaries will be contained in the toolkit and reflected in the users' manual as appropriate.

b. Thematic priorities

This section will be further specified, based on the feasibility study for the implementation of the JITAP multi-entry portal that will be carried out, and based on the consultations regarding the regional integration aspects. Thematic priorities may include:

- MTS-related events requiring the elaboration of negotiating positions;
- Follow up on the MTS principal events and more, in general, on issues pertaining to the Doha Agenda, e.g.: the "Singapore issues";
- Regional Integration and regional coordination processes;
- Product /sector specific cross-cutting issues (e.g. cotton);
- Best practices and country/region case studies with a potential for replication;
- TRTA initiatives and their respective synergies;
- Progress reports about JITAP work;
- Evaluation and impact assessment research carried out at national and/or Programme level.

2. National implementation of module activities

Under module 5, activities at the national level will be determined, to a great extent, by the findings of the feasibility exercise to determine the "level of readiness" of each country in respect of the web functionalities that need to be operated at the substantive national sites, the equipment to be acquired

and the operation and maintenance of the system, including the know-how and skills to be mobilized, to ensure sustainability.

As a standard, the module will encompass the activities listed under para. B.4 above. Such activities will fall under the responsibility of each country's Focal Point, to be assisted by the Synergy and Coordination Committee. Where JITAP adds value is on the harmonization of the initiatives, their effective implementation and on the coordination of the ensemble as well as on the linkages. While equipping certain counterpart organizations with computers (under modules 2 and 5 and exceptionally under modules 1 and 4) and helping them to set up dedicated web sites (two cases already done under JITAP I, in Tanzania and Kenya), JITAP will give a priority to supporting the establishment of local Internet-supported networks where useful and cost effective, as it is yet relatively rare in many JITAP countries that JITAP partners have access to institutional e-mail addresses. Many JITAP focal points, for example, often use private e-mail addresses to communicate with the Programme.

D. The toolkit for Module 5

As individual country priorities vary in each country, the toolkit will be one of a generic nature that will be used to fit the national specific situations, with regard to the level/quality of the technological know-how and related skills available, as well as the existing Information and Communication Technology infrastructure.

1. **Contents and structure of the toolkit(s)**

The respective tools will be prepared based on terms of reference prepared by the Programme Coordination and agreed upon by the three executing agencies. The toolkit will consist of:

- Self-learning presentation and relevant annexes for the establishment and operation of networks, including the appropriate templates and samples of constitution, work plans, budgets, marketing plans, mailing lists and useful bookmarks, reports, evaluation forms, performance indicators, etc. will be prepared for the networks of MTS-related institutions, trainers and Professionals.
- Specifications and technical guidance for the establishment of Substantive national web sites to be used by the relevant technical counterparts, including the terms of reference of local contractors, web masters and respective technical managers and administrators
- One server per country and interconnectivity equipment, as per national feasibility studies.
- Application for the production of web interfaces to set up substantive web sites.
- Software and related licences for the operation of substantive websites
- User manuals and self-learning applications (on CD ROMs and any other relevant media, including on-line) for the use by JITAP professionals and on-line help for the general public, for the substantive web sites, as well as the Question and Answer Forum (JITAP QAF) and web conferencing.

2. **Sequencing of activities for the preparation and delivery of the Toolkit (guidelines for the implementation plans)**

<i>Step</i>	<i>Time table</i>
1. Re-profiling and updating of the JITAP web site	May 2004
2. Review of the agencies' web sites and identification of capacity building tools currently available for future interfacing with the JITAP web site.	June 2004

3. Terms of reference for conducting a feasibility study at the central level, and for proposing options with templates of the JITAP portal, and technical specifications for their Implementation, with a cost-benefit analysis.	June 2004
4. Conducting a feasibility study at the central level, and proposition of options with templates of the JITAP portal, and technical specifications for their Implementation, with a cost-benefit analysis.	June 2004 – August 2004
5. Terms of reference for conducting feasibility studies at national level, with indications on the technical specifications for their implementation.	July 2004
6. Preparation of the Tool kit for Module 5	October 2004
7. Delivery of toolkit and related dissemination and training	December 2004 – February 2005
8. Delivery of servers, connectivity equipment and software (as per national feasibility studies)	January – March 2005
9. Constructing the JITAP portal	September 2004 – October 2004
10. Constructing the Substantive web sites	September 2004 – April 2005
11. Utilization of the Document Exchange module of the CDF for the sharing of technical documents	2004 – 2006
12. National network meetings	2004 – 2006
13. Posting of MTS information items selected from the national substantive web sites	2004 – 2005
14. Organization of Q&A Forums	3 in 2004 2005 - 2006
15. Webconferences	2005 – 2006
16. Videoconferences	Six in 2004 – 2005, 2006
17. Annual management meetings	2005 - 2006
18. A High-level workshop on MTS capacity building and regional integration	May 2004

3. Special considerations: Gender and Poverty related activities

Women experts, researchers and trainers – both as individuals and in networks – will be associated to the Programme’s activities under this module. Such activities will focus on the involvement of women trainers and professionals in the MTS networks established under this programme.

The activities under Module 5, through more active interactions among professionals of the MTS, including producing and exporting companies, will contribute to poverty alleviation initiatives, by substantially increasing collaboration among stakeholders and promoting mutual support. The gains to be made by exporters and producer groups in terms of market efficiency thanks to better access to market information will undoubtedly impact on the poor.
