



Training Needs Assessment Report

This report describes the results training needs assessment conducted under the Trade Related Technical Assistance Project (TRTA) in Pakistan funded by the European Commission. This is part of the activity under Component One to increase the availability of information on international trade. This report describes the subproject, needs assessment design, the group of institutions with which we will disseminate the tools and training, implementation and next steps, and finishes with a list of institutions interviewed. The assessment was conducted as part of a three-city launch of the market analysis tools May 16 to 28.

The first outcome of the needs assessment mission was to identify nine organizations in Pakistan through which we will disseminate the market analysis tools and techniques. Second, we determined that reinforcement of skills with the tools, training of trainers to disseminate use, and building capacity to provide standard outputs for clients are among the most commonly expressed needs. Based on the needs, the report proposes first, a series of two tailored train-the-trainer workshops later in 2005, followed by advanced workshops targeted at our partners' highest priority needs, later in 2006.

What is the subproject and how does the needs assessment fit?

The purpose of the EC TRTA programme in Pakistan is to enhance awareness among government officials, the business sector and civil society about the implications of WTO agreements on the economy of Pakistan and to assist the country in building the necessary capacity to address issues resulting from its participation in the WTO. It consists of three components: the first one on building capacity on WTO issues and understanding of the Multilateral Trading System, the second on norms and standards (implemented by UNIDO) and, the third on intellectual property (WIPO).

One element of component one is improving access of companies and analysts to market information and building their capacity to use that information. To that end, the project provides national licenses to ITC's on-line tools for market analysis: TradeMap, Market Access Map and Product Map. TradeMap allows trade flow analysis on 5300 products for 180 countries. Market Access Map is an interactive database of information on tariffs covering over 170 importing countries and over 220 exporting countries. Product Map is an on-line library of business intelligence information for 72 industry sectors that facilitates deeper analysis of key qualitative issues by product. To complement the tools, the project is also designed to provide introductory training, and two sets of advanced training activities on market analysis.

The design of these activities foresees delivery of the training and access to the tools through partners and existing networks in Pakistan rather than direct delivery by ITC advisors or creation of new entities. A key intermediate goal, therefore, is to work closely with a group of institutions to achieve wide dissemination and to find a sustainable mode of delivery.



How was the needs assessment designed?

The needs assessment was part of a two-week mission in Pakistan during which the team delivered three 2-day introductory workshops on market analysis and on how to use the tools in Islamabad, Karachi and Lahore. The workshops included over 50 participants. In addition to interviewing participants, we also met with a number of partners to discuss the subproject related to market information and their training needs related to it. The full list of institutions is included the last section of this report.

The first objective of the needs assessment was to meet with key partner institutions providing market analysis and marketing assistance to small and medium enterprise exporters to get their agreement to work with us to distribute access to the tools to companies and other organizations they work with. Having this group of institutions will be the key to gaining leverage, and to creating sustainability.

The second objective was to assess the capabilities of the partner institutions. We did this based on a list of nine capabilities partners should have in order to disseminate access and information to target users (primarily SME exporters or potential exporters and trade policy makers). The nine areas include the capability to:

1. Generate and manage passwords to the ITC on-line resources and create the necessary links and publicity
2. Provide individual or small group orientation on how to use the tools to answer basic questions (direction of trade flows, for instance)
3. Provide individual or small group orientation on how to use the tools to conduct advanced market analysis (identify and cross check suitability of markets)
4. Guide colleagues within the same organization on the application of the tools and techniques for key work products
5. Design and deliver training programs to larger groups on basic operation and use of the tools
6. Design and delivering training programs on market analysis and market identification
7. Develop and maintain product profiles (market briefs) for key products
8. Manage an inquiry reply service incorporating the tools and information management techniques
9. Provide market analysis advisory services (clinics) to clients based on the tools and information collected in the market profile

The basis for assessment was primarily interviews, observation on site with partners where possible, and partner self-assessment and feedback.

It should be noted that this needs assessment was focused on the capacity building in market analysis part of component one only. That said, the activities proposed here are designed to build capacity. In doing so they may complement activities under other areas within the project.

What institutions did we identify to work with?

During the assessment, we identified a **group of partner organizations** already providing assistance to companies and policy makers on market analysis. This group will form the

basis for distribution of access to the tools and dissemination of the techniques and information we provide throughout the project.

We identified the following main partners. We briefly describe each partner and identify the basis for the relationship:

Trade support institutions: EPB and SMEDA. We identified two main TSI partners: The Small and Medium Enterprise Development Administration (SMEDA) and the Export Promotion Bureau (EPB).

EPB is the main provider of trade support within the Government of Pakistan. EPB provides advice to companies through multiple channels including a network of 13 offices, a fax on demand service, a weekly export newsletter distributed by email, an inquiry reply service, and specific initiatives including trade shows, and cluster initiatives among others. Through all of these channels EPB assists thousands of companies every year-the majority being small and medium sized. We trained representatives from EPB's three main offices, Islamabad, Lahore and Karachi and met with the team in Karachi and EPB agreed to be the main partner for dissemination within Pakistan. Their needs focus on building the capacity of their staff to train clients and colleagues on advanced use of the tools and on building their capacity to conduct up-front conceptual analysis. In particular they request a program adapting the tools for specific applications to support three main EPB functions: Policy analysis, preparation for trade shows and trade missions, and company advisory work on specific products. During our meeting, EPB Karachi nominated three staff members who had attended the launch training to act as "disseminators". Each will conduct 2-hour awareness building sessions among staff in their units. Based on these training sessions, each will send a brief outline of the feedback from their colleagues as well as identified training needs in their respective sections. This feedback will be incorporated in the design of the Phase II workshops proposed below.

SMEDA provides extensive advisory assistance to Pakistani SMEs, many of which are exporters or potential exporters. SMEDA trainers have conducted over 450 workshops since SMEDA was founded-many on export related topics. General feedback from users indicates it is one of the best-respected business support organizations in Pakistan inside or outside the public sector. SMEDA's numbers indicate they also provide services to thousands of individuals through the website, helpdesk inquiry reply service, and other channels. Three representatives of the Lahore office attended the training. Going forward we agreed with them to integrate the tools into their web-based advisory services, and to include both their advisory staff and their export-marketing trainers in the training of trainer workshop. We also envisage liaising with SMEDA's training manager to integrate the ITC courses on market analysis into SMEDA's training programme.

Chambers of Commerce: FPCCI, LCCI, KCCI: The Chambers provide inquiry reply services to their members as well as ad hoc training on key areas of interest. During this trip we had meetings with the apex body, the Federation of Pakistan Chambers of Commerce and Industry (FPCCI), as well as the two largest individual chambers, the Lahore Chamber of Commerce and Industry (LCCI) and the Karachi Chamber of Commerce and Industry (KCCI) each having more than 13,000 member companies. Representatives of each organization also attended the training. FPCCI responds to dozens of inquiries from its constituent organizations every day through its R&D unit. Together the KCCI and LCCI respond to hundreds of inquiries a day by email, and LCCI

welcomes more than 8,500 visitors a year to its information centre. All three organizations, we agreed that they would: (1) Distribute passwords to the tools; (2) Create links to the tools on their websites and publicize availability to their membership; (3) Use the tools within their Research and Development units to answer information requests and provide feedback; and (4) Work with us as part of the training of trainer workshop to increase their capacity to use and disseminate the tools. The FPCCI in particular also agreed to publicize the tool to their 130+ associations and chambers in order to gain additional dissemination.

Executive Education Providers: PIM and IBA: The Pakistan Institute of Management (PIM) and the Institute Business Administration (IBA) conduct a wide range of executive education and MBA equivalent courses throughout the year for companies and students in marketing, export marketing, getting export ready and other relevant topics. In discussions with PIM and IBA they agreed to: (1) Distribute access among their instructors and gain feedback to be incorporated in the follow on workshops (IBA has already made a link to the tools in their campus intranet); (2) Work with us to incorporate the tools and techniques into their curricula on marketing; (3) Participate in the training of trainers focusing on design and application of the training techniques; (4) Deliver co-branded events to businesses to raise awareness of the activities of the project and the services and products that they offer. Based on our interviews, we also believe the Lahore University of Management Sciences (LUMS) is an important provider of executive education. Though we were not able to bring them into the meetings during this mission, we will contact them in order to assess their interest in incorporating the tools and techniques into their extensive executive education programs as well.

Ministry of Commerce: The EPB and the Ministry of Commerce (MOC) are the main sources of analytical support related to trade policy-making in Pakistan. In general, our interviews revealed a good fit between the tools and the analytical needs the MOC has related to bilateral trade negotiations, trade missions, and general policy-making. At the beginning of our visit to Islamabad the MOC showed relatively little interest. As the workshop proceeded, however, interest increased, and although only one MOC staff member attended, we made a brief demonstration to the Additional Secretary. By the time we left Islamabad, the MOC showed significant interest in staff acquiring the capability to use the tools in their analytical work. This included an initial request for an in-house programme to train analysts on basic use of the tools. Our focus at the MOC will be to continue that momentum and to select and train a group of interested staff that can then provide orientation sessions and further training to their colleagues. The **Ministry of Agriculture** also plays a significant role in negotiations related to agricultural issues. We made contact with a group of the Ministry's research analysts and management who were attending a training workshop on WTO issues in Geneva. We will incorporate them in Phase II activities where appropriate.

There were two groups we would like to better integrate into our programs. The first was **companies**. Though we did have a great deal of feedback on companies from our partner, we would profit from more direct exposure to companies in order to understand their needs and their feedback on the services they receive. This will be partly addressed by feedback offered during the dissemination exercises conducted by our partners. The activities proposed going forward will also be designed to ensure more direct contact with companies where possible. The second was **professional services firms** (management consultants, lawyers, and marketing firms primarily). We believe professional services providers may constitute another target group for distributing our tools and services. Unfortunately, we were not able to bring any

professional services firms into the workshops or the meetings. We will continue to work with the other stakeholders to identify how these firms can be brought in, including through the good offices of the Chambers.

We confirmed with all of our interviewees that the main focus within the private sector for the tools and assistance under this project will be **small and medium enterprises**. We have therefore confirmed that the partners we have chosen, and the channels we have identified—helpdesks at the Chambers plus the EPB and SMEDA principally—are the right channels to disseminate this information.

What needs did we identify?

Through working with participants in the three training workshops and through interviews with partners, we identified a range of training needs that we have grouped into the categories described below:

1. **Reinforcement workshops for trainees from the first mission.** A number of trainees and partners identified the need for follow up training to sharpen their skills using the tools and conduct analysis. In most cases the first two-day training was identified as a good first step, but not sufficient to create experts. This will be incorporated as part of the follow-on workshops.
2. **Training of trainers and training design.** A key element to gaining impact through our partners will be the capacity of partners to train their colleagues and their clients to conduct their own market analysis using the tools and the other information provided through the project. The ability of the partner to conduct and design workshops varies from high capacity in PIM and IBA, to strong capacity in SMEDA, to relatively less capacity within other partners. The follow-on program will be designed to respond to these different levels.
3. **Analytical capacity, efficiency and conceptual thinking:** The EPB and other institutions identified the need to improve the efficiency and quality of analytical work. In particular requests for analytical work to support various priorities within policy making and other areas seemed to be relatively less effective than implementation of programs which EPB is well prepared to do. The follow-on program will be designed to target the training of trainers to specific analytical needs within the three functions of EPB: Trade missions/trade shows; Policy; and Products.
4. **Producing standard outputs for companies.** All of the partners manage help desks or inquiry reply services for their clients/members. In all cases they seek to standardize and improve the consistency of their responses in order to better manage the traffic and better serve their customers. In part this will be addressed in the follow-on program targeted at training staff in specific applications of the tools and techniques (for instance preparation for bilateral trade talks, identification of potential markets, identifying possible target importers etc...). This however, also moves to capabilities 8,9 and 10 as well as toward trade information management. These will only be addressed in later stages in the follow-on program and under other activities within the project.
5. **Creating awareness and interest among companies in the tools and in data driven market analysis.** In many cases, with KCCI membership, LCCI membership, PIM clients and the MOC, preliminary interest was created during the first mission, but there is a need to further disseminate the message to companies—both about the tools and about the value of data driven market

analysis. Many of the partners saw value in “co-branded” events to bring both the services under the project to the attention of their members and/or clients.

6. **Orientation on the dynamics of WTO negotiations, practical negotiating skills, and implications for Pakistan** The EPB, MOC WTO wing and the FPCCI identified understanding and interpreting developments at the WTO as a key need. This will not be directly addressed under this subproject. It will, however, be addressed in other targeted interventions under the project.
7. **Accessing and providing information on non-tariff barriers (NTBs) and regulations in key markets.** All of our partners—and especially EPB and the Chambers--identified the transition from tariff barriers to non-tariff barriers as a key development affecting their clients. They are increasingly pushed to provide information on regulatory issues for a given market in addition to advice on tariffs and other matters as these non-tariff barriers become more significant to Pakistani companies than tariff issues. The training under Phase II can partially address this issue by bringing it out in the context of how to use the tools. *It should be noted here, however, that ITC's Market Analysis Tools do not provide as extensive detail on NTBs and regulations as they do on tariffs. As such it is recommended that the project addresses this need through alternative tools and training.*

What are the next steps?

The original design of the subproject identified three phases: Tools launch and awareness training, training of trainers, and advanced workshops. The needs assessment confirmed the overall design and allowed us to make some key refinements. This section describes how we currently envision the three phases. Each phase describes how the needs identified above will be incorporated.

Phase I: Identifying Partners, tools launch and awareness building, password generation and basic operation: The first important step during this first trip was to establish the partners and gain their commitment to work with us. As a part of that process, **capabilities 1&2** related to password generation and basic operation of the tools were already assessed and established for each of the partners during the first mission. The team trained 50 representatives across the key partners, and conducted meetings to introduce representatives of each partner on password generation and management. We will continue to work with partners remotely to answer questions and provide support where needed. We also established a process through which partner representatives will disseminate the tools to their colleagues, members and clients to create a general awareness and more importantly, to gather feedback on the basis of which we will further refine the training to be provided under Phases II and III. Over the next few months we will do the following:

- o Partners will conduct additional awareness building sessions and collect and send the feedback from colleagues on how the tools can and should be used
- o ITC will develop the proposed Phase II training in particular targeting the substantive issues to be included in the training of trainers based on feedback from the field
- o ITC with partners will also target other possible partners, in particular LUMS and the business service providers

Phase II: Training of trainers, reinforcement and targeted application of tools: The needs we established during the first mission were mainly related to **capabilities 3,4,5,**

and 6 on providing mentoring for colleagues, and targeted training sessions for other potential users. From all our partners we saw a demand for reinforcing their ability to teach their clients, to apply the tools for advanced analysis, and to design and manage larger scale training programs. Our first set of next steps therefore will be focused on a targeted training of trainers for different partners. In particular, we will propose a series of three training of trainer events tailored to specific audiences as follows:

1. For the **Export Promotion Bureau** and **SMEDA** we will conduct a one-week training of trainers that will consist of three main parts. The first will be a refresher for staff on use of the tools and discussions of how they have been applied and what problems have been encountered. The second part will be the training of trainers-specifically designed to build trainees confidence and ability to present. The last will emphasize analytical applications in the three functional areas identified within EPB. The target audience will be 10-15 staff selected by the coordinating team spread across the three EPB units and from key areas within the SMEDA advisory and training teams.
2. The staff of **PIM and IBA** already have substantial training skills and have a number of course offerings in export marketing. We propose to focus with them on specific ways to incorporate the tools and approaches into their executive education courses. In particular we propose a three-day workshop to go over draft lesson plans, to discuss case studies, and to help them fully integrate the tools into their course offerings. We will also focus on giving their trainers advanced proficiency in using the tools. The audience will be 10 trainers from PIM IBA and LUMS (if they agree), as well as qualified experienced trainers from other institutions.
3. The training for the **Chambers of Commerce** will focus primarily on refreshing their use of the tools, using the tools and techniques to manage help desk or inquiry reply functions and developing standard outputs addressing the needs of their members. The audience will be R&D staff from each of the Chambers and FPCCI primarily. This would also present an opportunity to bring in their member **professional service firms**.

For the **Ministry of Commerce** we still need to confirm how to go forward. We do not foresee any follow-on activities with MOC during Phase II though certain MOC staff could be included in the EPB and SMEDA training in order to introduce the tools to analysts within the Ministry. This will have to be confirmed over the summer and early fall.

In Phase II we believe it will also be important to continue the momentum built during the Phase I mission and to increase exposure of the tools among businesses. Where resources permit, therefore, we will also conduct half-day **co-branded awareness sessions** for companies in coordination with our partners.

Phase III: Refresher workshops and advanced workshops on market profile generation, inquiry reply service management, and advisory clinics where demand exists: **Capabilities 7,8, and 9** represent more advanced uses of the information on the market analysis processes proposed. Together with our partners we will identify whether our priority will be to push the development of our partners toward those more advanced functions, or whether to continue to reinforce the basic market analysis and identification skills among staff and clients and to do advanced workshops many of the initial participants requested. These services already exist in the EPB and SMEDA

and to a lesser extent in the Chambers, so there will also be a question of whether the partners feel their people have successfully integrated the tools and information provided in to the way they deliver those services.

What will be the challenges in implementation?

Our major concern will be to ensure that the partners are able and willing to make their staff available to dedicate time to these activities. We raised this concern during the needs assessment and will continue to do so throughout the program.

Institutions Interviewed

We interviewed the following institutions during the needs assessment and workshops conducted between 16 and 27 in Islamabad, Lahore and Karachi:

- Export Promotion Bureau: Karachi and Lahore
- Institute of Business Administration
- Pakistan Institute of Management
- Federation of Pakistan Chambers of Commerce and Industry (FPCCI)
- Karachi Chamber of Commerce and Industry (KCCI)
- Lahore Chamber of Commerce and Industry (LCCI)
- Small and Medium Enterprise Development Administration (SMEDA)
- Ministry of Commerce
- Government of Punjab, WTO Cell
- Board of Investment

We also interviewed a number of companies within the context of the workshops. Full participant lists are available on request.

If you have questions, please do not hesitate to contact either Robert Skidmore at skidmore@intracen.org, or Bastiaan Bijl at bijl@intracen.org.