Provisional Version

EXPORT PROMOTION TRAINING SYMPOSIUM 12-13 MAY 1966

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I. INTRODUCTION

The purpose of the Symposium was to discuss training facilities in export promotion offered by developed countries to trade officials from developing countries, and specifically

(a) to seek ways of adapting these courses to the special needs of trainees from less-developed countries; and

(b) to obtain an exchange of views on the appropriate contents of a possible basic Trade Centre course, and an idea of the facilities that governments might provide to supplement such a course.

Representatives of thirteen less-developed countries and nineteen developed countries attended the Symposium and are listed in Annex A.

The Symposium was opened by the DEPUTY DIRECTOR-GENERAL of the GATT, and chaired by the ASSISTANT DIRECTOR-GENERAL (Department of Trade and Development). The International Trade Centre was represented by its DIRECTOR.

The report of the Symposium which follows does not reflect the order in which participants spoke, nor does it purport to be a full statement of everything that was said. The ideas expressed have been grouped around the main themes under discussion, this procedure applying also to the initial statements of the representatives of the UNITED ARAB REPUBLIC and the NETHERLANDS.

A checklist of subjects that could be included in export promotion courses is given in Annex B. This list represents a revised version of one discussed at the Symposium, and takes into account the views expressed and recommendations made regarding its contents.

Also figuring as annexes are a series of documents, most of them describing existing export promotion courses, that were distributed at the Symposium.
II. DEPUTY DIRECTOR-GENERAL'S OPENING STATEMENT

The DEPUTY DIRECTOR-GENERAL thought the Symposium constituted an important step forward in international co-operation. To his knowledge there had never before been a broad multilateral exchange of views on the best way to conduct courses in export promotion with particular regard to the problems of less-developed countries. The GATT's main work was in the trade policy field, the administration of rules governing multilateral trade, and the reduction of trade barriers through multilateral negotiations. However, they were also now engaged in practical activities that were in the nature of technical assistance to less-developed countries in the field of export promotion. They had realised that if developing countries were to benefit fully from the reduction of trade barriers they would need to be provided with information on many subjects related to breaking into complex and competitive international markets. Hence the International Trade Centre had been established. But they were aware that they could never build up an organization large enough to undertake all trade promotion activities on behalf of the less-developed countries; rather the approach had to be to help the less-developed countries to help themselves. So an important aspect of the Centre's work fell in the field of training. But, since the Centre's resources were limited, they had seen their rôle as one of collaboration with existing agencies offering courses in export promotion, in order to get these facilities made available to trainees from less-developed countries. The Centre had acted as a bridge and even as a catalyst in this respect.

The results of the Centre's appeal to existing agencies to offer courses to trainees from less-developed countries had been extremely gratifying, and he thanked all those who had so responded. This promising start having been made, the time had now come to establish a dialogue between agencies giving courses and representatives of countries benefiting from them. He saw the Symposium as an opportunity for an exchange of views on the kind of training considered to be important and the experiences so far gained by countries that had organized courses. He did not think that they should try to derive from this exchange conclusions on what constituted an ideal course, because commercial realities were changing too rapidly. Rather he considered the Symposium as the beginning of a process of continuing
consultations among people concerned with export promotion, so that training concepts and methods could be continuously adapted to the needs of those receiving it, and to changing world trading conditions.

III. OTHER INTRODUCTORY REMARKS

The representative of the UNITED ARAB REPUBLIC outlined the training needs of developing countries in export promotion. He said that a major concern of developing countries was to expand their foreign trade and increase their export earnings. To do this they had to surmount many hurdles, including severe international competition. Some of these difficulties could be overcome if they were better informed concerning supply/demand relationships. They had to get to know the possible export outlets for their products, and then make their products known to potential buyers by appropriate publicity methods. Developing countries also had to quote competitive prices: this meant reducing transport costs where possible by improved transport and handling methods. Concerning marketing, in order to convince buyers that for the same or a higher price they could offer a superior product, they had to give particular attention to adapting products to the characteristics of the markets of destination; and ensuring they were well presented, properly packed, and met the requisite quality standards. These market imperatives implied the need for considerable knowledge and operating skill by those responsible for promoting exports.

The representative of the NETHERLANDS said that the Netherlands Economic Information Service (the Netherlands liaison agency for the Trade Centre) was convinced of the importance of trained and qualified people in the export promotion efforts of the less-developed countries. He thought that the Symposium could serve a very useful purpose in enabling the countries already running training courses to learn about each other's ideas, systems and experiences. It would also help clarify the tasks of the Trade Centre in the training field.

The representatives of the UNITED KINGDOM, the GERMAN FEDERAL REPUBLIC, NIGERIA, FRANCE, AUSTRALIA, AUSTRIA, JAPAN and INDONESIA also stressed the importance of training in export promotion and the interest of their authorities in the subject matter of the Symposium.
IV. TRAINING COURSES IN EXPORT PROMOTION ALREADY ORGANIZED BY GOVERNMENTS

With respect to existing courses the Symposium heard various statements and took note of a number of documents, most of which are reproduced as annexes to this report.

(a) Australia

Details of training courses in trade promotion offered by Australia over the period 1952-66 are included in Annex C.

(b) Austria

The representative of AUSTRIA said that a note describing Austrian activities in the field of training officials from developing countries in export promotion would be transmitted to the Trade Centre in the near future.

(c) Belgium

In Annex D will be found details of export promotion training possibilities available in Belgium for trainees from developing countries with university or other levels of education. The representative of Belgium said that his country offered training for personnel from the private sector in firms; whereas for public sector personnel the training was organized by the Belgian Foreign Trade Office (OBCE).

(d) Denmark

The representative of DENMARK described a project undertaken at the request of Pakistan that had involved a combined training and trade promotion advisory programme to assist in the export of Pakistan's products. A professional marketing research bureau investigated the market possibilities of three groups of products: handicrafts, handwoven rugs and sports goods; and two Pakistani trade experts were sent to Denmark to make a thorough marketing investigation, together with the
professional bureau. Through this work in the marketing bureau they had gained practical experience. Subsequently the marketing bureau people went with them to Pakistan and helped them develop their products for export. The project had been undertaken as part of the Danish technical assistance programme to Pakistan.

He mentioned also the trade promotion training programme run in Copenhagen on behalf of the United Nations for middle rank and senior officials from developing countries.

(e) France

The representative of FRANCE explained that he represented an organization that had only recently become active in the difficult field of technical co-operation in foreign trade promotion. This body was the Association for the Organization of Training in France (ASTEF). The ASTEF was a specialized agency created to organize training in the technical field (i.e. excluding all cultural questions) for professional personnel who were benefiting from scholarships awarded under the French Government's technical co-operation programme. It had therefore to work in the public interest, this being assured by representatives of Government Ministries serving on its governing board. Its budget came from the public exchequer. It operated essentially in response to the demands submitted to it: courses were therefore tailor-made to fit specific requirements.

The first course in export promotion organized by them had been done at the request of the Indian Institute of Foreign Trade for a group of fourteen trade promotion officials and personnel. The Indian authorities had requested a programme that covered the different aspects and elements of foreign trade, together with the different methods for developing exports. On the basis of this general request they had elaborated a detailed programme. This had been divided into two main parts: general theoretical instruction, and practical activity, each
part lasting approximately six weeks. The general theoretical instruction took the form of lectures and classroom instruction. This part had not been limited to any particular aspect of trade, but had surveyed rapidly the whole field, indicating how export problems were solved in the French context and by French exporters. Special emphasis had been given to marketing problems, and the organization of export finance. These questions had been treated from the point of view of the firm i.e. what must be done within a firm in order to export.

The practical training consisted of contacts, visits and individual periods of in-service training. Public and semi-public agencies involved in export had been visited by the whole group. Individual visits to, and practical training in, import-export houses and firms organizing their own exports had been organized for trainees at their request, taking into account their special interests. Ports and port installations, mechanical handling operations, warehouses etc. had also been among specialized activities observed and studied. The Indian group had been particularly interested in packaging and mechanical handling questions. Visits abroad included the GATT Trade Centre and the EEC at Brussels to study customs tariffs in particular.

Language training had been essential, especially for the visits and direct contacts. In ASTEF's opinion, an insufficient knowledge of the local language meant the failure of the course. For this reason the trainees had six weeks language training in India before leaving, and then six weeks in France on arrival. In this latter period a special effort had been made to acquaint the trainees with the specialized terminology applying to the economic and trade fields.
(f) German Federal Republic

The representative of the GERMAN FEDERAL REPUBLIC said that his country was at present offering training in trade promotion for candidates from less-developed countries on a bilateral basis. During 1965 and 1966 they had had ten cases of in-service training for such candidates. The Bundesstelle fur Aussenhandelsinformation (BFA) co-operated with other organizations to make these training facilities available.

(g) India

Annex F contains a description of a three-week course for senior executives in techniques of international marketing, organized by the Indian Institute of Foreign Trade.

(h) Ireland

Details of the Irish course appear in Annex G. It is a course specially designed for personnel from developing countries, including government trade officials, officials of state-sponsored bodies dealing with export promotion, and officials of national industrial associations or exporters' associations.

(i) Italy

Italy was represented at the Symposium by two spokesmen: one from the Italian Institute for Foreign Trade (ICE) and one from the Institute for Industrial Reconstruction (IRI).

The representative of ICE said that the foreign trade postgraduate courses held by his organization were mainly for Italian candidates, but there were places for five candidates from developing countries. The standard programme for the 1966 course is attached in Annex H. It would be noted that the course was of a practical character and that visits to governmental and private institutions had been scheduled. Four candidates from developing countries (two from Colombia and two from Argentina) were following the 1966 course. Lessons were in Italian and a working knowledge of the language was therefore essential.
The representative of ICE also outlined the training facilities offered by the Italian Union of Chambers of Commerce to candidates from developing countries. The facilities had been introduced two years ago. There was no fixed number of traineeships allocated: in 1965 there had been a trainee from Columbia and in 1966 one from Guinea. The course programme can be found in Annex J.

The representative of IRI presented a paper on the purposes, organization and contents of training programmes offered by his organization. (This paper is reproduced as Annex I.) Within the framework of these broad training programmes they had arranged special courses in export promotion in collaboration with the Trade Centre. Of particular interest to the Symposium participants was the fact that the courses were tailor-made to individual requirements. There was also close attention paid to the welfare of trainees in their leisure time. Since trainees were scattered in towns throughout Italy and might suffer from loneliness, various recreational activities were organized. This had results in improved disposition to learn and benefit from the course.

(j) Netherlands

The representative of the NETHERLANDS said that the course given by his country had been adapted to the special needs of the trainees and the export structure and stage of development of their countries. (The full description of the course can be found in Annex K.) The trainees had spent seven weeks passing through several Departments of the Netherlands Economic Information Service (NEIS) amongst them the Departments of Policy Making, Economic Research, Government Measures, Library and Documentation, Development Projects, Publicity Abroad, Trade Fairs and Public Relations. The trainees had been required to produce written work in order to ascertain whether they had understood and digested the subjects covered. This practical work increased the trainees sense of participation and this aspect of training would in future be extended.
The trainees had been most interested in the Departments of Government Measures, Publicity Abroad and Trade Fairs. Government measures determined whether and under what conditions a product might be imported. Propaganda for and advertising of their products in developed countries were also very important for them. On the other hand the Library and Documentation Department, very large and modern, did not mean much to them. It seemed to go beyond their needs either for the present or the near future.

During ten days at the Netherlands Council for Trade Promotion the trainees had obtained an insight into methods used by commerce and industry to promote exports, and the services rendered by the Council to exporters with respect to such matters as mediation in disputes, participation in trade fairs, and organization of trade missions. They visited the Indonesia desk of the Council and the African Institute.

Very important was the week spent with the Netherlands Wholesale Federation, which included among its members more than a hundred importers' associations. Here they had obtained a good notion of the many problems faced by the import trade, such as the quality of tropical products, packing, continuity of supplies and marketing, together with the specific requirements of importers. This kind of knowledge could be of direct benefit to the export trade of developing countries. It was important to note also that the Netherlands Wholesale Federation had at its disposal experts that could hold short courses on the above-mentioned matters in developing countries.

Following this they had spent a week with the Netherlands Credit Insurance Company and one of the largest Dutch banks. Of considerable interest to the trainees had been credit terms, the influence of export credit costs on export
prices and economic intelligence activity. At the banks they had learned something about export financing and the many services rendered by banks to exporting clients.

The final weeks of the course were to be spent at the Royal Tropical Institute, highly specialized in all matters concerning the production and marketing of tropical products; and the Institute of Social Studies, where trainees would study problems of international economic relations, technical co-operation, economic planning and the social consequences of industrialization.

Throughout the course there had been many visits to industries and specialized institutions. Trainees had been particularly interested in industrialization and they themselves specified industries they wished to visit. Inter alia there had been visits to the port of Rotterdam, the Delta works, the Utrecht Trade Fair and the ROKA International Food Fair.

(k) New Zealand

The programme for the New Zealand course is attached in Annex L. The representative of NEW ZEALAND emphasized that the nature of courses offered had to be related to the size, economic structure and export pattern of the countries giving them. New Zealand was a small country exporting mainly agricultural products and the training offered was built around these realities. He thought developing countries seeking courses would choose course-giving countries according to the specific training they required.

(l) United Kingdom

Details of the United Kingdom trade promotion courses are given in Annex M. These are at present courses put on for United Kingdom trade officials, with vacancies for officials from developing countries (six per year available through the Trade Centre).
Details of the courses run by the International Marketing Institute at Harvard, in which United States Government-financed vacancies are available for candidates from developing countries, are given in Annex N.

V. INDICATIONS OF FUTURE COURSES

(a) Australia

The representative of AUSTRALIA said it was intended to repeat the present trade promotion course for some Asian and African countries, probably towards the end of 1966 or early in 1967. The timing would depend on the demand of the countries concerned.

(b) Denmark

The representative of DENMARK said that the United Nations training programme in trade promotion in Copenhagen would be repeated as often as possible. The next course would probably take place in the summer of 1967.

(c) France

The representative of FRANCE said that at the end of 1966 or in early 1967 the ASTEF would hold a further training course in export promotion, at the request of the Trade Centre and the Organization of American States. Details concerning the course are given in Annex E. There will be at least fifteen participants from Latin American countries in this course.
(d) **German Federal Republic**

The representative of the **GERMAN FEDERAL REPUBLIC** said that the Bundesstelle für Aussendhandelsinformation (BFA) intended to extend its existing bilateral trade promotion training facilities by making available vacancies to candidates from developing countries nominated by the Trade Centre. The BFA was in the process of discussing the matter with other organizations active in the field and he hoped within a short period to let the Centre know the results of the investigations and discussions.

(e) **Japan**

The representative of **JAPAN** said that his country had very great experience of training courses of the type under discussion, especially in the export promotion business, but also covering technical fields in various industries. He affirmed that his country was ready to co-operate with the GATT Trade Centre in export promotion training. A trade promotion training seminar was scheduled to be held from February to May 1967 with participation by fourteen developing countries, mostly in Eastern Asia. It was being organized by the Japanese Overseas Technical Co-operation Agency, a semi-governmental body entrusted by the Japanese Government with the execution of technical co-operation activities for developing countries. The seminar would introduce participants to international trade techniques through lectures, discussions and visits to factories and specialized organizations involved in export trade. Invitations to attend the seminar were being transmitted through Japanese embassies abroad. When a training course of this nature was being planned in the future the Japanese Government would be prepared to make it known to interested developing countries through the Trade Centre, in order to give them the opportunity to participate. He said that the Japanese
External Trade Organization (JETRO), to which he belonged, would co-operate fully with the Japanese Government in this respect.

(f) United Kingdom

The representative of the UNITED KINGDOM, explained that whereas in the past they had taken candidates from developing countries into their normal trade promotion courses for their own trade commissioners and commercial officers, they were now thinking in terms of setting up an entirely new course directly orientated towards the needs of trade promotion officials from developing countries. This was because the existing courses had not always fitted the needs of the latter and the results had been mixed. There was nothing fixed or final about this project: it was under study with the appropriate educational and other authorities. They proposed to organize a pilot course and offer it to the Trade Centre. It would be based on a model advised by the Trade Centre as being the best for trade officials from developing countries. If it turned out well it would probably be the pattern for future courses. The course would be quite expensive and would need a minimum number of fourteen candidates to be worthwhile.

(g) United States

The representative of the UNITED STATES, after introducing an illustrative programme of training in trade promotion suggested by his Government (see Annex 0) said that his country was hopeful that it could contribute and support some such course. He could not at this stage commit his Government to anything, but they were most sympathetic to the need for this kind of training.
The representative of NIGERIA expressed his thanks to the developed countries who had given promise of assistance to developing countries in the promotion of their export trade.

The CHAIRMAN, on behalf of the Secretariat and the Trade Centre took grateful note of the offers to co-operate with the Trade Centre, by offering courses through it, that had been made by a number of countries. He affirmed the willingness and readiness of the Trade Centre to enter into discussions with those countries that until now might not have organized such training programmes, but who might contemplate establishing them and wish to consult with the Centre in regard to their organization and contents.

VI. CATEGORIES OF PERSONNEL TO BE CATERED FOR IN COURSES

The representative of the UNITED ARAB REPUBLIC said that at the government level two main categories were involved: commercial attachés working abroad, and trade promotion officials working at home. Both classes needed to be trained in order to accomplish the tasks and fill the needs he had outlined in his introductory remarks.

The representative of NIGERIA said he thought it should be left to the governments of developing countries to decide on the particular aspect of trade promotion they wanted to concentrate on: this would determine the category of person they would wish trained. They could be from the business sector or the official sector (this should be left flexible) but any training offered to the private sector should be done through the government, to avoid any possible contradictions with government export promotion policy.
The representative of FRANCE said that the group of Indian trade promotion officials that followed the ASTEF course had included representatives of certain Ministries (Industry and Commerce for example), representatives of certain semi-official organizations such as the Indian Institute of Foreign Trade, and also representatives from the higher management of certain State and private enterprises. Thus all categories of persons who could legitimately request participation in a foreign trade study session, had been welcomed on the course.

The representative of BELGIUM underlined the necessity for training commercial attachés and consular officials in commercial prospection and market research work. However, he wished to point out that the training needs of government officials concerned with promoting exports were not the same as those of exporters, and nor were the training methods the same.

The DIRECTORS said that the Symposium was concerned only with export promotion training as it applied to officials.

The representative of INDIA said that the distinction between export promotion and export marketing was useful conceptually. Export promotion proper consisted of all the efforts to set up infra-structures conducive to export marketing by industries and business houses, short of the point where business was actually transacted. Confining his remarks to this pre-contract stage he distinguished three categories of export promotion official: the two mentioned already, i.e. the commercial attaché abroad and the trade promotion official at home; and a third category, namely officials serving in private bodies such as the export promotion councils that India had set up, some of which had overseas
offices. They did not actually sell, but businessmen and exporters were members of them, received assistance from them and co-ordinated their export efforts through them. All these categories needed training: those posted abroad had to keep abreast of market developments and report back home; and those at headquarters had to digest the information and put it into a form that could be utilized by exporters.

The representative of ISRAEL also wished to widen the definition of export promotion officials to include those serving in semi-official export promotion institutes or agencies, and those serving in national marketing organizations or marketing boards. With respect to government officials he distinguished three classes: senior people directing export promotion services; middle level officials who might be assisting those at the director level; and new entrants into Trade Ministries. Regarding the senior category, it was hardly likely they could be spared long from their posts, and some kind of individual training for them was indicated. Regarding new entrants, these could be expected to have had university education, but they needed a few years operational experience before they could get the feeling of the job and know what they were expected to know. Therefore he thought that courses should be for the middle-level people, between the ages of say twenty-six to thirty-six, who had already had export promotion experience.

The representative of DENMARK did not altogether agree with the representative of Israel that senior ranking officials needed individual training. The Copenhagen trade promotion training programme arranged on behalf of the United Nations was specifically for middle rank and senior officials from developing countries. They would have liked also to include people from marketing boards and other marketing
organizations, but there had been a tendency to think in terms of official bodies only. One should not train just the generals and forget the soldiers who had to do the detailed work, in this case exporting. He believed that it was necessary to give training in international marketing to those directly concerned with selling. Even if it could not be achieved today it was a problem that needed thinking about.

The representative of ITALY (IRI) concurred in this view. Trade was carried out by businessmen, not by officials, and the former could benefit considerably from specialized training. Officials of Chambers of Commerce were also an important category.

The representative of the UNITED STATES made a distinction between the training of students and the training of teachers. From the standpoint of developing countries the students could be government officials of middle or junior rank, representatives of Chambers of Commerce or trade associations, or members of exporting or manufacturing firms. In the main these students needed to be taught the techniques of selling and marketing, and analyzing markets. Instruction at this level was carried out at dozens of universities in the United States. The course contents could be adapted to both the students and the characteristics and special problems of the countries from which they came. He thought, however, that the unique kind of training to which governments could address themselves was the training of teachers, by which he meant training in how to set up a commercial attaché network (not necessarily all over the world but at least in a number of promising countries) and training in how to set up a back-stop organization in the home country that supported the efforts of the commercial attaché network, so that it was of greatest possible use to manufacturers and exporters. By this kind of training one set up a transmission belt that
ensured that the dissemination of knowledge was constantly expanding. These two classes of official: the effective, persuasive, commercial attachés on the spot who got around, got the facts and reported them back; and the group back at home who constantly observed trade trends and problems, organized and utilized the work of the commercial attachés, ensured that information was properly stored and distributed to prospective exporters, and encouraged and assisted businessmen to sell abroad, were enormously important. It was the experience of his Government that giving attention to these two groups paid off best in trade promotion.

The CHAIRMAN concluded this part of the discussion by saying that the Symposium had been convened to exchange views on the organization and contents of training courses for export promotion officials from developing countries. In the discussion certain views had been expressed that training needs were not limited to export promotion officials working in government departments, but could also appropriately be extended to, and would benefit other personnel working in the export promotion field.

VII. ACADEMIC BACKGROUND AND QUALIFICATIONS OF CANDIDATES

The representative of the NETHERLANDS said that for the purposes of their course they had stipulated that candidates should be government officials, that they should normally have had university or equivalent education, and should have a good knowledge of English. They also considered it to be of great importance that candidates should already be engaged in export promotion and trade information activities, otherwise the knowledge gained might never be put into practice. It was not the intention that participants use the courses simply to supplement their general education, or as an asset in relation to a part of their activities. In
the interests of the developing countries themselves the courses had to yield the maximum of results.

The representative of the UNITED KINGDOM did not follow entirely the views of the NETHERLANDS representative in regard to the desirable educational standards of candidates. Export promotion was not an exact science, and while a certain academic background was necessary, he felt they should not be "blinded by science". Native intuition, know-how and common sense were just as necessary as an advanced academic background. The ideal was to combine the two. Candidates should obviously be intelligent and have the assignment of improving their country's export promotion arrangements, and if they had a good economic and commercial background so much the better, but he would avoid rejecting candidates simply because they did not seem in the first place to fall within a particular academic framework. After all their basic reason for meeting together was to help countries that might not have readily available people who were so available in the developed countries. These people had to be created.

The representative of AUSTRALIA said that he went along with the representative of the United Kingdom in that his country did not wish to lay down hard and fast rules regarding the calibre of trainees, and he did not think it necessary to specify that a person should have a university degree. However, he certainly agreed that the trainee should either be in trade promotion or have some intention of entering it.

The representative of NIGERIA said that candidates should not be fresh from universities or institutions of learning, but should have gained some on-the-job experience.

The representative of ISRAEL thought it was usual to expect candidates to be university graduates or at least to possess an equivalent degree of education. In their experience language had never been a problem because in most of the developing countries government officials knew one foreign language.
The representative of FRANCE said that the principle of his organization was to accept only candidates with a university education, or higher education at degree level. In fact the Indian authorities had designated trainees at this level for their recent course.

The representative of JAPAN said that in so far as the Japanese course was concerned, applicants had to be concerned with the administration of some aspect of trade promotion, have practical experience after graduation from university or college, be under thirty-five years of age, and have a command of spoken and written English.

The representative of ITALY (ICE) said that requirements for the ICE course were: age not above thirty; possession of a university degree; and knowledge of foreign languages, particularly Italian. The requirements for the training scheme of the Union of Chambers of Commerce were similar.

The representative of ITALY (IRI) said that for IRI training programmes candidates were not limited to those with university degrees, but they had to be sufficiently prepared through their job experience to be able to benefit from the course.

VIII. METHODS OF SELECTING CANDIDATES

The representative of the NETHERLANDS said that prior to their recent course his country had had no experience of selecting candidates in the trade promotion field. They had published an announcement in the FORUM, stipulating certain requirements, but had assumed that the candidates would already be active in export promotion. The details they received about candidates had not been specific enough and in future, if they continued with the course, they intended to ask for full details on four points: education, present activities, expectations concerning the course, and follow-up after the course. The last two items were
particularly important and they expected developing countries to take them into account when designating their candidates. He thought that it could be a task of their embassies abroad to screen candidates, not only for their linguistic abilities, but also concerning the use candidates would make of the training received. He wondered whether course-givers should not together draft a questionnaire on the four points he had mentioned. He thought too that if candidates were questioned before leaving their countries on the particular aspects of export promotion and trade information they were specially interested in, this would be helpful in setting up the course. He did not think it was advisable to select trainees for the same course whose countries differed greatly with respect to their degree of development.

The representative of FRANCE said that generally the selection of candidates was undertaken by French commercial posts abroad. In the case of the Indian group they had accepted en bloc all the trainees put forward, because they had already been very carefully selected by the Indian authorities. A similar procedure would apply in the case of the course organized in collaboration with the Organization of American States and the Trade Centre. If in future they organized courses where another body did not take responsibility for selecting a group of candidates, they would themselves select candidates on the basis of individual dossiers that gave the maximum of details concerning professional qualifications, the reasons that had led the persons to request training in France, and their degree of direct interest in the subject.

The representative of ISRAEL said he thought that in the selection of candidates the point of view of the sending country should prevail. Since the candidates were people who would have to take upon themselves major responsibility
in their export promotion services, only the governments in question were in a position to judge the type of person who could be expected to profit from the course. In addition to this, the actual knowledge of the candidates of their country's home affairs, economic situation and trading practices, was far more important than qualifications of a general nature. Here again only the governments of the candidates could evaluate the appropriateness of their background and qualifications.

The representative of the UNITED KINGDOM said he thought that the judgment of the developing countries sending the trainees as to their adequacy for their own export promotion purposes, was the most important factor in selection, since these countries had to live with the end results of the training courses.

The representative of NIGERIA considered it important that all offers of trade promotion training to less-developed countries should be channelled through their governments, and these governments should be allowed to decide who should benefit from the training. He did not entirely support the idea of the representative of the NETHERLANDS that trainees from countries at different levels of development should not participate together in the same course. He felt that the sharing of experiences and the cross-fertilization of ideas were very valuable. In addition, training courses were not so much geared to present as future needs: by having the opportunity to rub shoulders with colleagues from more advanced countries, they would be able to gain knowledge that they could take back and use for future export development in their own countries.

The representative of JAPAN said that in the case of the Japanese course, applicants were to be nominated by sending governments.
The representative of ITALY (IRI) said that in their case the granting of traineeships was decided by a special commission of IRI officials. Candidacies were transmitted to IRI by the governments of interested countries, by Italian diplomatic representatives, by international organizations, by delegated representatives of firms within the IRI group, and by previous trainees.

The representative of ITALY (ICE) said that candidates from foreign countries were requested to apply to ICE in accordance with certain enrolment regulations, and stating various personal details and educational qualifications. These details formed the basis for selection.

IX. PRE-COURSE PREPARATION OF CANDIDATES

The representative of AUSTRALIA said that trainees had a unique opportunity to get to know the host country as a future market for their countries' products. In fact when they came back they were often considered to be experts on the country to which they had been sent. In order to get the maximum advantage from the visit he recommended that trainees prepare a paper on what they expected to learn before leaving for the course.

The representative of NEW ZEALAND thought that where courses were short, as in the case of his country's course (five weeks) there was not time to deal with general subjects such as the importance of exports to the economy, trends in world trade etc., so that preferably candidates should come already well-briefed in these subjects.

X. THE CHOICE AND PREPARATION OF COURSE-GIVING PERSONNEL

The representative of the UNITED STATES said that in a training programme of the sort under discussion they could call on two groups of instructors: university professors to cover trade practices and techniques and market analysis; and government officials to cover governmental export promotion operations at home and abroad. The United States illustrative programme (see Annex 0) called on both these groups. As far as possible they would use university professors, only calling in government officials where they were uniquely qualified in their field. This was because those who commanded
information might not always be highly gifted as teachers. They also felt that a university campus provided a good base of operations for training of this nature, particularly if located in the nation's capital. Students could in this way live, eat and study together, compare notes, and have access to library facilities. Study projects could be carried out under the direction of a tutor or study co-ordinator. United States experience with in-service training was that it was difficult to arrange. Government officials were busy and harassed, and for trainees to sit down for an hour's consultation with this or that official was not very helpful. A programme had to be properly worked out a long time in advance, and for such an exercise to be profitable, it was necessary to give instruction to not less than, say, twenty people at a time. Government time was expensive and the individual capable of teaching was so rare that you had to capitalize on his skill and multiply what he did in order to get a useful effect.

The representative of FRANCE said that the choice of instructors was of fundamental importance and largely determined the success and worthwhileness of these training sessions. It was obvious that the instructors had to be drawn mainly from among the officials of public, or semi-public bodies concerned with foreign trade, and from among university professors. He thought that the contribution of a third category should not be under-estimated, both for their knowledge and their didactic gifts, and these were international trade consultants who had set up their own organizations to counsel firms in export matters.

The representative of the NETHERLANDS said that in order to increase the productivity of the time trainees spent with the Netherlands Economic Information Service (NEIS), they had felt it desirable to give the officials dealing with the trainees as much insight as possible into the situation and economic needs of the countries from which the trainees came. They had drawn up special surveys for the officials concerned, and these served as background information when they were transferring knowledge.
The representative of ITALY (IRI) said that in order to improve the quality of their courses in export promotion, they had studied the training methods used in other European countries, and had sent a specialist to the United States to observe the methods employed in that country.

XI. DESIRABLE CONTENT OF COURSES

The representative of the UNITED ARAB REPUBLIC said that training should be as practical as possible. The theoretical teaching should not be neglected; but it should be closely related to practical matters. Trainees should be furnished with relevant information collected by international bodies such as the UN, the OECD, the EEC, the GATT etc., and with studies produced by export promotion agencies of industrialized countries. He envisaged that trainees would spend a period of time in the latter agencies, and that this should lead to collaboration between them and similar bodies in developing countries. He thought that it was important for trainees to learn how to economize resources and time, and avoid waste in the export marketing and promotion fields. Furthermore the training should be geared to meet the needs of both the categories he had mentioned as important: commercial attachés working abroad, and trade promotion officials working at home.

The representative of the NETHERLANDS believed that trainees should be introduced to the activities of commercial and industrial bodies. The practical rather than the theoretical aspects of trade promotion should be emphasized: the course should resemble an apprenticeship. Appropriate books dealing with export marketing and promotion should, however, be placed at trainees' disposal. He wondered whether national courses could not begin or end with a short period at the International Trade Centre.

The representative of JAPAN, speaking from the experience of his own organization, JETRO, which assisted mainly the small exporters in various fields where they were unable to operate themselves, thought that a training course should contain all that was necessary to give a fundamental or basic knowledge
of the various aspects of export trade business to government trade officials or staff members of official export promotion agencies.

The subsequent discussion related to the question of adapting courses to cater for specific needs and to an identification of the more important subjects that might be appropriately included in such courses. A comprehensive list of subjects on the basis of which a selection might be made to meet the specific needs of countries and candidates is given in Annex B.

(a) Adaptation of courses to cater for specific needs

This subject was viewed from a number of angles. There was the general need to make courses relevant to the degree of development of, and types of products exported by, the countries in question. Then there were training needs in specific aspects of export promotion (trade fairs, export credit guarantee, etc.). Finally individual trainees sometimes needed instruction in a specific subject.

The representative of the UNITED ARAB REPUBLIC thought that training should be specifically adapted to export marketing realities in developing countries. To this end the developing countries' commercial attachés in course-giving countries might be asked to assist in preparing course programmes, because they were well versed in the particular export marketing and promotion problems of their own countries. The courses could begin by dealing with the more general aspects of export promotion, and then as they proceeded emphasis could be placed on one or the other aspect as the needs of the trainees made themselves felt. He also urged that courses include studies of the marketing of developing countries' products in the light of conclusions drawn from the experience of importing them in industrialized countries.

The representative of NIGERIA stressed the need to relate training in export promotion to the specific production base of developing countries.

The representative of the NETHERLANDS advocated an aimed course. Degrees of development differed considerably, and a single course would not be equally useful to trainees from all the developing countries. There was a danger of
pumping in too much knowledge that could not be applied by countries at a certain stage of development. In the Netherlands therefore they felt that the course should be specifically adapted to the level of the trainees and to the administrative, economic and export structure of their country of origin. Trainees could be invited to submit their special wishes in respect of course aims and contents.

The representative of the UNITED KINGDOM agreed with the representative of the NETHERLANDS that there were marked differences of degrees of development between countries, and that courses should be adapted to specific needs. However, he would prefer to err on the side of over-sophistication than under-sophistication. Many developing countries now had manufacturing industries and in some development was taking place very rapidly. Apart from this, developed countries were still learning how to promote exports of some products: for example in the United Kingdom they were still learning how to export meat, livestock and fruit products; they had not solved the problem of exporting coal; and the discovery of natural gas was likely to pose an export problem unfamiliar to them all.

The representative of FRANCE thought the first aim of a course should be to study the export promotion methods and mechanisms in the host country. This would then be enlarged to a review of methods used in other, mainly developed, countries. Finally and most importantly, the possibility of adapting these methods to the situation in the trainees' countries should be examined. This was what had been done in the case of the Indian group, and should also be possible in the case of the future Latin American group, each of which was sufficiently homogenous to make such discussions fruitful. The help of the trainees themselves could be enlisted in ensuring that the subjects discussed were actually relevant to their needs. He recommended that there should be a minimum of long lectures, and a maximum of debates and discussion. They had asked the trainees of the Indian group to produce papers on the organization of export promotion in India, and had used these papers as a basis for seminar discussions.
The representative of SWITZERLAND underlined the significance of differences in degrees of development between countries. Some developing countries exported mainly primary or semi-processed products, some had made a good start with manufactured goods. Some had export promotion offices, some not. Some had industries that were protected from competition and catered mainly for the national market. Some were exporting to regional markets, others to more developed, sophisticated markets. The nature of the products often dictated very different markets and diverse marketing methods: sometimes price was an important factor, sometimes the originality of the product. Such were the divergences, in fact, that he felt that courses must be more or less made to measure and designed around the needs of the trainees in question. He thought that the list of subjects that could be included in courses drawn up by the Centre (see Annex B) could be amplified still further. Developing countries could then use the list to indicate the subjects of particular interest to them.

The representative of the UNITED STATES said that the adaptation of training to specific needs was, in so far as the United States illustrative programme was concerned (see Annex 0), best done during the university phase of the training, particularly in connexion with the study projects to be carried out under university guidance. Examples of projects could be how to market Algerian wines in developed countries like the United States or the United Kingdom, or Argentine wines not only in developed countries, but also in near-by countries such as Brazil. The study projects should be carefully selected to correspond with individual need. Regarding the points made by the representatives of the UNITED ARAB REPUBLIC and NIGERIA on relating export expansion to actual production, he pointed out that in the United States illustrative programme a whole week was set aside for analysis of the resources of each student's country, its export potential, and possible markets for those exports in the country giving the training.
The CHAIRMAN remarked that discussion had largely centred around all-purpose courses in export promotion. He asked whether any countries were offering courses that did not cover the whole gamut of subjects, but instead concentrated on a limited field.

The representative of the GERMAN FEDERAL REPUBLIC said that in his country they had frequently been asked for training in very specific export promotion fields, for example, covering trade fairs only. Whether such specific courses were put on depended on the type of training request received.

The representative of ITALY (IRI) described the very flexible approach to training adopted by his organization. Trainees varied enormously in background and qualification, coming from over forty countries, hence the training had to be very strictly tailored to fit individual requirements. When the trainees started the in-service period of their training, those overseeing it modified the instruction continually in the light of need. Each month the trainee had to write a short report on what he had learnt, and at the end of the course trainees were asked to give an assessment of it. On the basis of these assessments the courses were modified from year to year. Since they were trying to train key people, who would when they returned be responsible for training others, and also because of the very high cost of the courses, they attached enormous importance to giving the trainees exactly the instruction they required. Because of the variety of individual needs he did not think that the Symposium could decide, point by point, what should or should not be contained in a course. They should establish the general principles of what should be taught, and the aims it was desired to attain. Then each country should establish programmes based both on its experiences and its teaching possibilities: it would clearly be impossible for a country to teach the methods of marketing agricultural products that it did not itself grow. Finally the programmes could be discussed with the Trade Centre and if necessary modified.

The representative of NIGERIA also stressed the importance of taking into account the particular needs of individual candidates. For example a Director of Trade might have worked through all the divisions of a Trade Ministry and be
generally well groomed in trade matters, but be lacking in experience of some specific aspect of trade promotion. He felt that the Trade Centre should be able to answer such a need by making a special arrangement. The list of subjects that could be included in a training course drawn up by the Centre was highly informative. He thought it would be helpful if governments were asked what aspect of training they would like their people to concentrate on. This would help the Centre to adapt courses and training programmes to specific needs. In this respect he felt it more suitable for the sending government to choose the area of specialization than the trainee himself, who might be influenced by personal considerations rather than the needs of his country.

The representative of INDIA thought that it should be possible to combine both generalized and special training, in the sense that the latter could be obtained by placement with an export house, exporting manufacturer or other specialized body, following a period of general training.

The CHAIRMAN, summing up this aspect of the discussion, said that there could perhaps be no final conclusion as to whether training could more usefully take the form of broad introductory courses, or more sophisticated courses in specialized fields of trade promotion expertise. Much would depend on the nature of the requests made by developing countries and the ability of the course-giving countries to respond to these requests. The checklist of subjects would certainly be useful in discussions between course-givers and course-receivers, since it could be used to pinpoint the needs it was desirable to take into account.

(b) Mechanics of exporting and marketing

The extent to which trade promotion officials should be instructed in the detailed business operations of exporters themselves, or of ancillary service organizations that participate in the export process (shippers, banks, insurance companies, etc.) was discussed. The representative of the NETHERLANDS was against including too much detailed material on these highly specialized fields. The
representative of the UNITED ARAB REPUBLIC, on the other hand, thought that courses should cover all aspects of transportation (including packing), distribution and marketing, bearing in mind the particular difficulties of developing countries in these fields. He considered that the theoretical part of the training should include instruction in business correspondence, and the special language and terms appropriate to maritime transport, insurance, etc.

The representative of ISRAEL emphasized that training in export promotion had to be far more basic in developing countries than developed. In developed countries a trade promotion official could take for granted that trade and marketing mechanisms were well understood by those engaged in the business of exporting. In developing countries this was not so, except in the case of certain specific items that had been traditionally exported. In these countries to have a small factory and send merchandise to a local town by truck was not the same thing at all as having it packed for export, insuring it, obtaining export and import licences, getting catalogues printed in foreign languages, arranging shipment and possibly trans-shipment, and attending to the hundreds of details that had to be faced in international trade. Exporters in developing countries looked to trade promotion officials for advice in the very practical fields of marketing, shipping, etc. and therefore this basic knowledge had to be got across to the latter. The knowledge could not just be theoretical: the officials had to be conversant with how trade really moved. To illustrate the practical knowledge necessary he quoted the example of simplified export documents based on the ECE lay-out key that had been introduced by his own country's trade promotion authorities. Such simplified documents could only be introduced by people thoroughly conversant with the technicalities of bills of lading, etc.
The representative of NIGERIA strongly supported the point of view of the representative of ISRAEL. In a developing country export promotion activity was very closely linked to knowledge of export marketing. A trade promotion official had to be a jack-of-all-trades, giving advice to businessmen on advertising, sales promotion, etc. If he could not do this he would be failing in his duty. He strongly urged therefore that export and marketing techniques should be given a place in training courses. However, he felt that trainees should already be familiar with the principles of business correspondence and that this should not be dealt with specifically in courses.

The representative of the UNITED KINGDOM, while distinguishing between the broad fields of export marketing and export promotion and saying that it was not the job of trade promotion officials to engage in export marketing themselves, agreed that any course for trade promotion officials must include in it some reference to marketing techniques. A trade promotion official needed to know how to sell goods in a given market, how to find agents and representatives, when it became necessary to set up a subsidiary company abroad, what merchanting and handling techniques applied to particular products and so on. This information he must be able to collect, process and pass on to exporters.

The representative of IRELAND, mentioning that his country was halfway between being developed and developing, said that in their experience they had to give exporters a good deal of information on the simple mechanics of exporting. They produced and sent to exporters broadsheets with information on such matters as how to prepare invoices. They had also found it necessary to produce and circulate to manufacturers a monthly sailing list showing when ships were leaving and for what destination: very elementary but nonetheless useful. They had recently found it necessary to examine the question of containerizing small parcel traffic between Ireland and Britain, and also to look into warehousing and distribution in Britain, in order to help their exporters. They produced an
exporters' handbook, kept up to date by a monthly amendment service. In all these matters he felt that trainees should be familiarized with what was going on in the host countries, and be given documentation on the various subjects, without necessarily going into a lot of detail by formal lectures.

Among other aspects of marketing the representative of INDIA thought it would be useful to include in courses something on after-sales service methods used by large exporting companies.

The representative of DENMARK was of the opinion that not a part, but the bulk of the training of trade promotion officials should be on international marketing. The representative of the UNITED STATES had stressed that they should be concerned with training teachers; but what should the teachers be taught if not the subject of international marketing, because these people would subsequently have to give advice to and teach the firms that would do the marketing. He did not think that governments should take over the whole marketing function; but he thought they could perform a useful role in showing small exporters how to organize themselves for export by forming marketing groups. These possibilities should be brought out in a course.

The representative of the UNITED STATES said that the basic essential in the training was to make plain how to set up a commercial attaché network and commercial intelligence division, how to collect the data necessary to analyse trade trends, how to disseminate this data, how to assist businessmen in finding agents abroad, and how to distribute to businessmen information on tariffs, import regulations, business practices, etc. However, concepts in these fields could and should be combined with a certain amount of fundamental marketing knowledge, since the commercial attaché had to be able to help the prospective seller to get to grips with, and get his goods to, the market.

The representative of the GERMAN FEDERAL REPUBLIC thought that officials being trained in export promotion needed to know about export marketing; but people being trained in export marketing would also need to know about government export promotion services. Any distinction between two types of course was one of emphasis only.
The representative of AUSTRALIA agreed with the representative of the NETHERLANDS that it was desirable to avoid filling trainees with too much information. However, speaking as a practical trade representative in the field, far away from his country's exporters, he found that he had to go into marketing techniques in a fair amount of detail. He had to "sell" his country's products, even individual products.

(c) Export pricing

The representative of the UNITED KINGDOM said that this subject was obviously important: you had to export at a price that would interest the buyer, and it was vital to obtain information on all its aspects: existing prices, price trends, prices of competitors, etc.

The CHAIRMAN asked whether instruction on pricing should go as far as cost break-even analysis, cost reduction, etc. and whether trainees had hitherto expressed interest in these matters.

The representative of the UNITED KINGDOM replied that, although the calibre of candidates attending the courses had been extremely high, they had not usually been interested in more than techniques of collecting and using price information. More esoteric matters, such as cost-benefit studies, had usually lain outside their experience. He felt that knowledge about such techniques was useful, but not detailed knowledge concerning their application, because this would take the trade promotion official too far outside his normal functions.

The DIRECTOR said that the level of treatment of export pricing need not necessarily be highly sophisticated. It was important, for example, that exporters and promotion officials understand the importance of quoting c.i.f. as opposed to f.o.b. or ex-works prices. The representative of IRELAND confirmed the importance of this. He said that they had produced a calculator for exporters showing how to calculate delivered prices. Exporters had found that buyers of textiles and garments in France and Germany were not interested in a price quoted in Dublin. They wanted prices quoted delivered at ports or airports in France and Germany.
(d) **Market research**

The CHAIRMAN asked the Symposium participants how far they thought training in market research should be taken for example the inclusion of such matters as issuing questionnaires, collecting and tabulating data, sampling, field work, etc.

The representative of AUSTRALIA said that his country's trade promotion service found it necessary to go into this to quite some extent. They had to provoke their industries into doing something, and a general information report was not sufficient for this. Only fairly detailed surveys going right down to the market level and bringing firms directly into contact with importers brought results. These market surveys might not be as thorough as the work done by professional consultants, but it was nonetheless necessary and he would want to see the subject covered in an export promotion training course.

The representative of NIGERIA took the same view on the importance of market research. From the point of view of cost there were few if any Nigerian firms that could afford to engage in it and his Government had been forced to take a lead. Although a product might constitute, say, 20 per cent of the exports of a country, its production might be split up amongst many small firms or individual producers who would have neither the resources or the know-how to undertake market research. But if the government was to organize market research centrally and disseminate the results, it had to have officials who had some knowledge of how it was conducted. It was in this context that he felt it necessary to include the subject in a training course.

The representative of NEW ZEALAND said that his country was similarly placed in respect of market research. Their firms could not afford to do it or were not interested in doing so, so the Government had to participate in this activity. What they did was relatively elementary compared with that done by highly specialized firms, but they did furnish information on quality control, patent laws,
financing, import regulations, tariffs, labelling requirements, aspects of demand etc. to individual firms. They also undertook market surveys in certain regions to determine sales possibilities for New Zealand products. This approach to market research, as far as it went, was being imparted to the trainees being taken by New Zealand.

The representative of DENMARK was of the opinion that in developing countries market research could not be done by most exporters and that governments had to assist in this function.

The representative of the UNITED KINGDOM felt that governments should on the whole confine themselves to market information and not enter the highly professional field of market research. However the dividing line between market information and market research was hazy. Any trade promotion officer must have much market information at his fingertips, and must know how to collect, analyze and use it. In market information he included elementary analysis that would identify export markets, and basic information about these markets, on the nature of demand, consumers' preferences, the degree of competition, tariffs, prices, fiscal matters, import controls, etc. But he doubted whether a trade promotion official could or should undertake market research in the fullest technical sense, with projections of demand into the future, and he wondered whether it would not be more economic for developing countries to engage reputable international market research agencies to do this research as and when they needed it.

The representative of INDIA thought that, in addition to market research, it would be useful to include something on distribution research. Distribution systems in developed countries were large and complex, and in developing countries they needed to know how to carry out the research necessary to understand and penetrate them.

(e) Export promotion by private sector bodies

The representative of NIGERIA said that developing countries were particularly concerned with the problem of how to get businessmen interested in exporting, how to change their basic attitudes. In this connexion he was especially interested in
the Indian experience with export promotion councils. He felt that developing countries such as his own could profit from knowing more about the organization and operations of such councils, which provided a link between the government and the private sector.

(f) Export finance

The representative of NIGERIA said that in his country exporters, particularly in commodity trade, had difficulty in obtaining short-term finance from banks. He felt that small-scale exporters were in need of some kind of an export credit guarantee scheme, and his country needed guidance on how such a scheme could be set up.

The representative of ISRAEL agreed with the importance of this subject. In addition to a guarantee scheme, attention should be given to direct export financing by governments, i.e. provision of short-term or medium-term finance for the promotion of export trade. In Israel they had a special fund for providing credit to firms dealing particularly with exports. This was not a subsidy but simply the provision of credit. It was important to know about such possibilities.

The representative of INDIA wished to see the inclusion of the subject of export risk insurance in courses.

The representative of NEW ZEALAND said that it would be difficult in a course to go into great detail on the question of an export guarantees office. The subject should, of course, be covered and trainees should be made aware of what was possible or desirable in this area. But if it was decided to establish such a scheme, then the best course would be to ask advice from a number of countries with these institutions. This is what had been done in the case of New Zealand.
(g) **Export publicity**

The representative of AUSTRALIA gave considerable emphasis to the subject of export publicity, whether this was in the home country, or abroad. (In the Australian sixty working-day course they had allocated four days to export publicity.) At home this took the form of television films, radio talks, advertising etc. that highlighted export opportunities and export success stories. Abroad they had to realize that when they sent out a trade mission or organized a trade display or store promotion, smaller countries were not news: they had to create news and create an image of their country. All aspects of relations with the mass media had to be studied, understood and applied. Since Australia did not have limitless funds to spend on publicity, it was carried out on the basis of a careful assessment of costs and returns, and this was a matter in which many of their trainees had expressed interest. He felt it should be emphasized in export promotion training courses.

The representative of the UNITED KINGDOM said it was vital for trade promotion officers to know about the techniques of preparing for and participating in trade fairs, and about the assistance governments could give to exporters in this respect. It involved hard work, and a high level of administrative and technical competence. It was also necessary to know how to use export promotion literature and publications, whether issued by governments or trading organizations.

The representative of ISRAEL also felt that trainees should be made aware of the full range of publications that could be used for export publicity: catalogues, newsletters, periodicals, etc. In addition he felt that "promotion weeks" were a particularly worthwhile form of publicity, and this subject should be covered in training programmes.

The representative of NIGERIA emphasized the importance for developing countries of knowing the advertising media in the importing countries: this should be included in courses.
(h) **Quality control and standardization**

The representative of TURKEY, reminding participants that developing countries were still exporting mainly agricultural products, foodstuffs and raw materials, and that these products had to be well prepared or processed if they were to find markets, wished to see emphasis in courses on standardization and quality control, which were proper fields for government assistance in export promotion.

The representative of the UNITED ARAB REPUBLIC also wanted inclusion of methods of standardization, grading and quality control, the use of quality-guarantee labels, and in this connexion, the use of proper methods of packing to maintain quality during transit.

The representative of NIGERIA agreed with the importance of these subjects for developing countries. As much as possible needed to be done to up-grade the quality of products.

(i) **Exporting to other developing areas**

The representative of NIGERIA underlined the importance of promoting exports from developing countries to other developing countries. There were differences of language, background, religion, etc. to overcome and advertising, for example, would have to take these differences into account. A training programme should bear in mind any distinctions in approach that should be made when selling to developing as opposed to developed areas.

The representative of INDIA strongly supported this view. He wondered whether course-givers could not arrange for some lectures to be given by people in charge of export departments of firms exporting to both developed and developing countries, showing the distinctions they made between the two types of market.

The representative of the UNITED STATES cited the importance, in this same connexion, of the growth of regional trading areas such as the Central American Common Market, and said that commercial attachés must be as informed about selling conditions in developing countries as in developed countries.
Study of import opportunities and mechanisms in the host country

The representative of AUSTRALIA said that coming to a country to study export promotion methods also provided a good opportunity to study that country as a market. Trainees should meet importers as well as exporters, and import or buying managers of industrial concerns as well as export managers. These contacts proved fruitful and enabled trainees to answer quickly some very practical questions when they returned to their own countries.

The representative of the UNITED ARAB REPUBLIC suggested that training courses should finish with a market study carried out by the trainees under the guidance of the course-giving body. Products would be chosen for study that were actually being exported by the trainee's country, and imported into the country where the course was being held. The study would include every stage in the marketing process, and would involve field interviews with importers and other bodies involved in importing, and studies of commodity market operations. It would be desirable and helpful if there was a section in developed countries' trade promotion bodies that was responsible for promoting imports from developing countries, that could assist in the organisation of training courses and that could supervise practical market studies of the above-mentioned kind.

The representative of the UNITED STATES said that the training programme envisaged by his Government included the study of possible markets for the products of trainees' countries in the host country.

Foreign investment

The representative of AUSTRALIA said that the subject of foreign investment was dealt with in his country (a heavy net importer of capital) by the Department of Trade, and as it was so important to developing countries they devoted one whole day in their sixty working-day course to this subject. He thought it could be usefully added to the list of subjects to be covered in a course, even though it was not directly connected with export promotion.
XII. DESIRABLE LENGTH OF COURSES

The representative of ISRAEL, bearing in mind the type of candidate for training he envisaged as ideal i.e. officials of middle level, thought that four months was about the right length of time for a course. For such people to be absent from their posts for periods in excess of this time gave rise to difficulties. The person had to be replaced, and most men at this level were married, so that a prolonged absence was inadvisable from the family angle.

The representative of NIGERIA took somewhat the same position. He said that in his country they were so short of qualified personnel that the Government was loath to release them for long periods. For this reason courses should be as short as possible.

The representative of DENMARK said that the next United Nations trade promotion training programme in Copenhagen would probably last ten weeks. It used to last three months, but they had limited the length slightly because they were aiming at more senior people. Evidently, the more senior people were the shorter training programmes ought to be.

The representative of the UNITED KINGDOM said that the special course they were planning for trade officials from developing countries would probably last three months. This would make it quite an expensive course and was the reason they needed a group of at least fourteen to make it worthwhile.

The representative of FRANCE said that their course was of three months' duration, about half of the time being devoted to lectures and discussions and half to practical work.

The representative of ITALY (ICE) said that the ICE course lasted six months and that of the Italian Union of Chambers of Commerce around seven.

The representative of ITALY (IRI) said that the courses of his organization lasted a total of eight months: they thought this was the ideal length of time. A shorter period was not adequate to learn the subject properly or get to know the problems of the host country. Longer periods such as the four to seven years often
spent by foreign students at universities, posed family problems, and often the students lost contact with the realities of their own country. They became rootless and sometimes wished to stay in the host country instead of taking back to their own country what they had learnt.

The representative of the NETHERLANDS said that their course lasted four months. The trainees were of the opinion that this should be extended to six months. The ideal duration was necessarily affected by many factors. Generally he thought it inadvisable to make the period too short: the field of export promotion and trade information was very extensive, and the trainee must have the time to digest what he was being taught.

The CHAIRMAN said he was struck by the sheer exposure in point of time that seemed necessary in order that the different aspects of export promotion could be thoroughly understood and assimilated.

The representative of AUSTRALIA said that there was a direct relation between the length of courses and the calibre of the trainees. There were difficulties in getting people together at the same time, and getting people of equivalent qualifications and position so that the course would be effective for each participant. He agreed that it required a long period to give trainees a really good knowledge of all aspects of trade promotion, but he wondered if that was really necessary. He thought their job was to stimulate the thinking of trainees, and show them the different problems to which they should give attention, rather than give them a mass of detailed data.

XIII. FINANCING OF TRAINING

The representative of ITALY (IRI) said that the traineeships offered by his organization covered travel expenses from the country of origin to Italy and back; a monthly allowance of 100,000 lire (approximately $170) for board and lodging; and reimbursement of costs of travelling and living in the different localities provided for in the training.
The representative of ITALY (ICE) said that the subsistence allowance paid under the ICE course was 70,000 lire per month. Under the Italian Union of Chambers of Commerce scheme a grant of 80,000 lire per month had been made in the case of one trainee. The expenses of another trainee had been covered by his Government.

The representative of the UNITED ARAB REPUBLIC said that in view of the foreign exchange difficulties of developing countries it would be helpful if the host countries could assume all the expenses involved in connexion with training courses, including travel to and from the host country.

The representative of the UNITED KINGDOM said that in the case of their projected course all expenses in the United Kingdom would be paid. He could not be certain about travel expenses to and from the United Kingdom, but this was being given sympathetic consideration.

The representative of FRANCE said that all trainees' expenses in France were paid by the French Government. In the case of the course being arranged together with the Trade Centre and the Organization of American States, the latter organization was covering travel expenses to and from France.

In the case of the Irish course training was provided free of charge, but other expenses such as hotel accommodation, travelling expenses, provision of textbooks etc., were being met from United Nations Technical Assistance Funds.

The costs of the Netherlands course, including the journey to and from, and the stay in, the Netherlands, were being met by the host Government, since the training was intended as a form of practical assistance to developing countries.

The whole cost of the New Zealand course, including transport and subsistence, was being borne by the New Zealand Government.

In the case of the International Marketing Institute course in the United States, the United States Government financed the training of a certain number of qualified candidates from developing countries.
XIV. FOLLOW-UP OF COURSES

The representative of the NETHERLANDS suggested that, if the trainee's country planned to set up an export promotion service, the follow-up of the training would be best secured by having the trainee accompanied on his return by a field adviser from the developed country concerned. The latter could render valuable assistance in establishing the proposed service. It would be better still if the field adviser could also visit the developing country before the trainee left to take the course.

XV. A POSSIBLE TRADE CENTRE COURSE

The CHAIRMAN explained that the question of setting up a Trade Centre course was at this stage hypothetical and depended on resources being made available for it. Also such a course would not reduce the need for the facilities already provided or likely to be made available for training of candidates in national courses. Its value should be in providing facilities for the training of an additional number of candidates. It would be useful if advantage could be taken of the presence of experts in export promotion training to discuss the organization and contents of such a course.

The representative of ISRAEL said that a number of developing countries such as his own had already had valuable experience in building up and promoting export trade, both in agricultural and industrial products. They had been through just the kind of problems now faced by other developing countries, and were in a position to offer relevant advice and assistance. They had already intimated to the Trade Centre that they could occasionally accept an individual trainee, and they were also acting as hosts for a short time to a Latin American trade promotion group. For financial reasons developing countries such as Israel were not in a position to bear the burden of a full course, but they could offer their facilities for a short time in combination with other countries. This was where the Trade Centre could perform a useful role, first by assuring certain basic export promotion instruction in Geneva or elsewhere, and then arranging for trainees to obtain additional practical experience in countries that had faced just those problems with which the trainees were confronted at home.
The DIRECTOR noted that the recent study tour organized by the Trade Centre for a group of Latin American trade promotion officials had in fact involved collaboration between the Centre and half-a-dozen countries. For a future Trade Centre course they envisaged a short, intensive period of basic instruction in collaboration with a university. They would then like to send the trainees on to various countries for in-service training where they could observe, and to a degree put into practice, what they learned in the basic course. Among those countries they intended to approach for this kind of collaboration were those not yet giving courses through the Centre, but they would be open to offers from any countries willing to receive for subsequent practical experience a group or individuals who had been through the basic course.

The representative of NIGERIA thought that a Centre course could be based on a comprehensive view of the actual export problems of developing countries. The representative of IRI had said that a country could not teach the marketing of a product it did not produce, but the Trade Centre could ensure that lecturers expert in these products were available to give instruction.

The representative of the UNITED STATES thought there were considerable possibilities in the type of arrangement proposed by the DIRECTOR. For part of the in-service training he suggested that trainees might be attached to commercial attachés' offices in nearby cities, where they could observe how a commercial attaché worked, contacted manufacturers, gathered basic information, etc. In this way they would get a practical demonstration of what was involved in a commercial attaché's daily routine. As far as in-service training in the home trade promotion organization was concerned, he had already intimated that key officials tended to be too busy and harrassed to be able to give the required attention to trainees. Here he thought the services of a training officer were necessary to filter information down from the operational staff to the trainee.

XVI. SUGGESTIONS FOR FUTURE TRADE CENTRE ACTION

The representative of the UNITED ARAB REPUBLIC thought it would be very useful if the Trade Centre could carry out a study of the problems of export marketing faced by developing countries. Such a study would constitute a valuable basic document that could help orientate the training programmes organized by or in collaboration with the Centre.
The representative of ITALY (IRI) said it would be useful within the framework of the GATT Trade Centre to organize a regular exchange of information on the activities of the Centre and the agencies in liaison with it in the field of technical assistance in export promotion, particularly in respect of training. This would be done with a view to harmonizing methods, where possible, and making them more efficient.

XVII. A BRIEF SUMMARY OF SOME SALIENT POINTS DISCUSSED

This was probably the first organized multilateral exchange of views concerning technical assistance to developing countries in the field of export promotion training. The CHAIRMAN recalled that the idea was not so much to arrive at an ideal, model course, but provide an opportunity to participants to learn from each other's experiences. It was important too, for developed countries to take note of the problems and wishes of the developing countries, so that there could be a better adaptation of courses to meet the latter's needs. Similarly there were a number of steps that developing countries might be able to take to ensure that their officials benefited in the fullest measure possible from such courses.

All were convinced that in the broad field of export promotion, training played a key rôle. The Symposium took note of the courses already being provided by some dozen countries, over half of them in collaboration with the Trade Centre. Some developed countries that were considering putting on new courses specially for less-developed countries were particularly anxious to have guidance concerning their organization and contents.

While the purpose of the Symposium was to discuss the training needs of trade promotion officials, there was an awareness that other categories (e.g. exporters) also needed training and that their needs should be borne in mind. Amongst officials the important classes whose training needs were discussed were commercial attachés, home-based trade promotion officials and those who worked in important related bodies such as export councils, foreign trade institutes and marketing boards. In this connexion a number of participants emphasized the importance of training officials of middle rank i.e. those with job experience and some responsibility in the export promotion field.

Concerning the academic background of trainees, some insisted on the importance of university or equivalent level of education, while others did not feel this should be a rigid requirement.
In the selection of candidates, some participants felt that procedures should be as thorough as possible, with possible use of the embassies abroad of course-giving countries. But the judgement of the sending governments was considered by many to be of decisive importance.

Some participants emphasized the importance of pre-course preparation of candidates, as well as adequate preparation of course instructors.

A number of participants thought that the courses should be practically orientated, without too much theoretical, academic instruction. Adaptation of courses to meet specific needs was also stressed, whether this concerned the kinds of products exported, or the covering of aspects of export promotion especially necessary for particular countries. The checklist of subjects that could be covered (see Annex B) was considered to be useful for pinpointing specific needs. In-service training following general instruction could also be orientated towards meeting specific needs.

Most participants felt that the assistance that trade promotion officials had to extend to traders in developing countries required familiarity with the mechanics of exporting and marketing. However, there was an awareness of the difficulty of trying to impart too much detailed, specialized knowledge in a short course.

Some of the subjects of specific interest that were discussed in some detail were: export pricing, market research, export finance (including export credit guarantees), export publicity, quality control, exporting to other developing areas, and the study of import opportunities in the host country.

Concerning the desirable length of courses, it was realized that this depended largely on the calibre and position of trainees: the more senior they were, the less they could be spared and the less detailed training they needed. Existing courses covered a spectrum ranging from one to eight months.

Regarding the finance of training, because of the foreign exchange shortage of less-developed countries many course-giving countries have assumed all the costs involved, including maintenance and travel from and back to the sending country. Others are giving sympathetic consideration to this possibility.

A possible basic Trade Centre course that would be followed by periods of practical in-service training or observation in national export promotion agencies was welcomed by a number of participants.
Annex A

LIST OF SYMPOSIUM PARTICIPANTS

ALGERIA
Mr. R. Hannouz,
Attaché,
Permanent Mission.

AUSTRALIA
Mr. M.J. Long,
Trade Commissioner and Commercial Counsellor,
Australian Embassy in The Hague.

AUSTRIA
Mr. Johannes Potocnik,
Permanent Mission to the Office of the

BELGIUM
Mr. Rouleau,
Department of Foreign Trade,
Brussels.

BRAZIL
Mr. B.B. Barbosa,
Brazilian Mission to the Office of the

CANADA
Mr. Osbaldeston,
Assistant Director (Personal),
Trade Commissioner Service,
Department of Trade and Commerce.

CUBA
Mr. A. Moreno-Fernandez,
Second Secretary,
Permanent Mission to the Office of the

CZECHOSLOVAKIA
Ing. Karel Stěpán,
Director,
Chamber of Commerce of Czechoslovakia,
Prague.

DENMARK
Mr. Lauge Stetting,
Director,
Research Institute for Foreign Trade
of the Administration.
FINLAND

Mr. Jan Groop,
Attaché,
Permanent Delegation to the Office of the

FRANCE

Mr. Michel Combé,
ASTEF.

GERMANY

Mr. G. Leonhardt, (Centre liaison officer),
BFA,
Cologne.

GHANA

Mr. D.Y. Mensah,
Permanent Mission to the Office of the

INDIA

Mr. B.N. Swarup,
Deputy Permanent Delegate to GATT,
Permanent Mission.

INDONESIA

Mr. Moerad Astrawinata (observer),
Permanent Representative to GATT.

IRELAND

Mr. J.J. Byrne,
Research Manager,
The Irish Export Board,
Baggot Street Bridge,
Dublin 2.

ISRAEL

Mr. E.F. Haran,
Deputy Permanent Representative to the Office of
the United Nations at Geneva.

ITALY

Dr. Romola Arena,
Central Director,
IRI,
Rome.

Dr. F.E. Milano,
IRI,
Brussels.

Dr. P.R. de Stefani,
ICE,
Rome.

JAMAICA

Miss J.A. Slyfield,
Third Secretary,
Permanent Mission of Jamaica.
JAPAN
Mr. K. Akiyama,
Permanent Delegation to the United Nations
Office of Geneva.

Mr. Saegusa,
Japanese Trade Organization,
Paris.

NETHERLANDS
Dr. N.A.Th.G. Arriëns,
Ministry of Economic Affairs.

NEW ZEALAND
Mr. Derek Homewood,
First Secretary,
Permanent Mission.

PERU
Mr. Moses T. Adebanjo,
First Secretary,
Permanent Mission.

H.E. Dr. Don José Antonio Encinas del Pondo,
Ambassador,
Permanent Delegate to the Office of the United
Nations at Geneva.

PAKISTAN
Mr. N.A. Naik,
Counsellor,
Deputy Permanent Representative,
Permanent Mission.

SWEDEN
Mr. Stig Abelin,
Executive Director,
Dag Hammarskjold Foundation,
Stockholm.

Mr. Bö Kälffors,
Secretary of Embassy,
Permanent Mission

SWITZERLAND
Mr. A. Schnebli,
Chief of Section Ia,
Trade Division,
Federal Department of Public Economy.

Mr. Held,
Swiss Office of Trade Expansion,
Lausanne.

Mr. Zuercher,
Commercial University,
St. Gall.

TURKEY
Mr. Kamuran Yetis,
Counsellor,
Permanent Delegation to GATT.
UNITED ARAB REPUBLIC
Mr. Said Talaat Harb,
Commercial Counsellor,
United Arab Republic Mission,
Geneva.

UNITED STATES
Mr. K.B. Atkinson,
Bureau of International Commerce,
Department of Commerce,
Washington.
Mrs. D. Whitnack,
Permanent Mission to the United Nations at
Geneva.

UNITED KINGDOM
Mr. H. Birtles,
Head, Board of Trade,
Export Promotion Service Department,
London S.W.1.

Mr. G. Wilcock,
Commercial Relations and Export Department,
Board of Trade,
London, S.W.1.

URUGUAY
Dr. Pablo Bosch,
Consul General of Uruguay in Geneva

CHAIRMAN
Mr. M.G. Mathur,
Assistant Director-General,
Department of Trade and Development,
GATT.

Representing the GATT
International Trade Centre
Mr. H.L. Jacobson,
Director of the Centre.

OBSERVERS
Participants in GATT Commercial Policy Course.
Annex B

CHECKLIST OF SUBJECTS THAT COULD BE INCLUDED IN EXPORT PROMOTION COURSES

The list given below is based on one discussed at the Symposium and takes into account suggestions made by participants. Since the same subjects are dealt with in different ways according to the level at which decisions are made, the subjects have been grouped by the main types of decision-making body: export firms, export service organizations, private export promotion bodies and governmental export promotion organs. The list does not pretend to be an exhaustive one, nor is it suggested that courses in export promotion should include all the subjects mentioned. The list can be used by course-giving bodies and by governments sending trainees to pinpoint subjects of particular interest, taking into account the needs of the country or the individual trainee.

I. THE FRAMEWORK OF EXPORT PROMOTION

(a) Relationship of exports to economic development: need for foreign exchange for development; optimal-sized production units and exports

(b) Export structure of developing countries: special marketing problems of primary products as distinguished from manufactured goods

(c) Incidence on the export effort of protective trade barriers in import markets

(d) Reduction of trade barriers through bilateral and multilateral trade negotiations and agreements, including regional arrangements (common markets, free-trade areas)

(e) Role of international organizations in the trade field

II. EXPORT MARKETING BY FIRMS

(a) Organizing a firm for export: structure of an export sales department

(b) Collective or joint export arrangements

(c) Training of export marketing personnel

(d) Product and packaging design

(e) Export marketing research adapted to the products and resources of developing countries
(f) Export pricing

(g) Choice of marketing channels: importer, agent, distributor, sales office abroad; maintaining good relations with the distribution network; after sales servicing; adjustment of sales methods to different market areas, e.g. developed and developing areas

(h) Commodity markets

(i) Export sales promotion and publicity

(j) Freight handling, transportation and distribution research and policy: choice between routes, types of transport, containerization, warehousing

(k) Export sales contracts: usual and international standard clauses; payment terms

(l) Arbitration proceedings

(m) Export documents: bills of lading, customs entry forms, exchange control forms, port rates schedules, shipping notes, certificates of origin, certificates of insurance

(n) Trade marks: visual symbolism and legal aspects

(o) Labelling

(p) Making use of governmental and other export promotion services

III. ANCILLARY EXPORT SERVICES

(a) Methods of export finance: role of banks and other financial institutions

(b) Freight forwarders and shippers

(c) Export houses

(d) Marine and other freight insurance

(e) Advertising agencies

(f) Marketing and distribution research agencies
IV. EXPORT PROMOTION BY PRIVATE SECTOR BODIES

(a) Structure and export promotion activities of private sector bodies: national, regional or sectoral export councils; manufacturing and trading associations; chambers of commerce; specialized institutes: rôle of such bodies in providing market information, enforcing quality standards, promoting joint publicity, co-operative marketing, settlement of trade disputes, etc.

(b) Liaison and co-ordination between private export promotion bodies and government export promotion services

V. EXPORT PROMOTION AT THE GOVERNMENT LEVEL

(a) Planning output for export at the stage of development planning: primary products, further processing of primary products, manufactured goods; investment in export production and marketing

(b) Fiscal and financial export incentives: drawbacks and rebates of duties

(c) Structure of government export promotion services at home

(d) Location and operations of trade promotion offices abroad

(e) Recruitment, training and work of trade promotion officials and commercial attachés

(f) Collecting and disseminating trade and market information to exporters and trade organizations at home: trade enquiries, market surveys, distribution studies, trade statistics, country studies

(g) Assisting exporters to make trade contacts abroad: lists of importers and exporters; credit status of firms; selection of agents and distributors

(h) Export publicity: trade fairs and exhibitions; trade missions; printed publicity material; cinema, press, radio and television advertising; store promotions and foreign promotion weeks

(i) Export credit guarantee arrangements: direct provision of export credit

(j) Setting up of specialized bodies to deal with subjects such as standardization, grading, quality control, product design and packaging
(k) Improvement of port and other transport facilities: measures to reduce internal and ocean freight rates

(l) Simplification of export documents: introduction of standard lay-out key

(m) Introducing and improving facilities for training personnel in export marketing and ancillary export services

(n) Creation of State-trading agencies and marketing boards, quasi-governmental commodity agencies, export marketing groups etc.
Annex C

AUSTRALIA: TRAINING COURSES IN TRADE PROMOTION

The information reproduced below has been received from the Department of Trade and Industry of the Government of Australia for distribution by the GATT International Trade Centre, to be made available to countries interested in training of trade promotion officials from less-developed countries represented at the Centre's 12-13 May training Symposium and other interested bodies.

Over the period 1952/1966 Australia has held four major courses on Trade Promotion as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Duration</th>
<th>No. of Fellows</th>
</tr>
</thead>
<tbody>
<tr>
<td>1952</td>
<td>2 months</td>
<td>7</td>
</tr>
<tr>
<td>1954</td>
<td>1 month</td>
<td>12</td>
</tr>
<tr>
<td>1961</td>
<td>7 months</td>
<td>8</td>
</tr>
<tr>
<td>1966</td>
<td>3 months</td>
<td>12</td>
</tr>
</tbody>
</table>

Details of these courses are attached. In addition, training has also been given to 12 other trainees on an individual basis, attending courses of varying duration.

As can be seen from the attached notes on the 1966 course, which is due to finish on 10th June, the Trainees will receive comprehensive instruction on all facets of Export Promotion including:

- Trade Missions
- Overseas Selling and Promotions
- Export Insurance
- Government Incentives to Exporters
- The Trade Commissioner Service
- Trade Publicity
- Shipping
- Handling of Overseas Information
- Export Costing and Quoting
- Export Inspection Service

This type of course ensures that representatives of less-developed countries receive the maximum benefits from Australia's experience and should give them a firm basis from which to assist their countries in export promotion.

Australia's problems in the field of exports are similar to those of the developing countries. On the basis of Australian experience all the above courses were designed to fit the needs of developing countries and the membership of the courses was confined to these countries. The training of Australian officials is normally undertaken in-service completely separate from that conducted for trainees from developing countries.
A. Trade Promotion Seminar Conducted for Officials from E.C.A.F.E. Countries 1952

Duration of Course:- 1st September to 4th November, 1952.

Number of Fellows attending:- 7

Countries Represented:- Burma (1), Indonesia (3), Ceylon (1), Pakistan (2)

Lectures, seminars and discussions were held on the following topics:-

- History and Foundation of the Commonwealth of Australia
- Machinery of Government in Australia
- Commonwealth Public Service
- Structure, Powers and History of Department of Commerce and Agriculture
- Trade Commissioner Service:- History and Functions
- Trade Promotion
- Trade Information Officer in the Field
- Trade Publicity:- Exhibitions, Publications, Films and other media
- Marketing of Primary Products
- The Role of the Treasury
- Export Control Legislation and Procedures
- Export Inspection
- Bureau of Agricultural Economics - Functions and Activities
- Education - Universities Role in Australia's Future
- Trade Agreement - Their Part in Promoting Trade
- Commercial Policy

There is no precise record of what firms or government instrumentalities the fellows visited, but it is understood they visited the following:-

A Sheep Station, Wool Sales, Melbourne University, Museums, Veterinary Inspection of Meat for Export, Dried Fruit Areas.

Cities and Towns Visited:- Canberra, Melbourne.

B. Trade Promotion Course 1954.

Duration of Course:- 1 month

Number of Fellows attending:- 12

Countries Represented:- Thailand (2), Philippines (4), Ceylon (2), Indonesia (3), Pakistan (1)

The topics covered were similar to those of the preceding course. It should be noted that the 1954 course was confined to one month and consequently did not have the depth of the preceding course. There is no record of the towns or country areas which the members of this course may have visited.
C. A Study Programme in International Trade Promotion, Pakistan, Indonesia and Thailand. January - October, 1961

Duration of Course:- 23rd January to 25th August, 1961

Number of Fellows attending:- 8

Countries Represented:- Burma (2), Indonesia (3), Pakistan (2), Thailand (1)

During the "International Trade Promotion" course lectures, seminars and discussions were held on the following topics:-

An Introduction to Australia:- History, People, Education

The Government and Public Service in Australia:-

The Australian Federation, Federal Parliament and Executive; Commonwealth Public Service.

Australia's Resources and Development:-

Geographic and Climatic Factors, National Problems and Development Projects; Land Use in Australia; Outline of the Australian Economy.

Primary Industries in Australia:-

Sheep, Wheat, Meat, Dairying, Sugar, Fruit, and Mineral Production.

Secondary Industries in Australia:-

Outline of Industries in Australia.

Some Aspects of Australia's Overseas Trade:-


International Trade Promotion - Department of Primary Industry:-

Marketing and Stabilisation, Development and Expansion of Rural Industries, Statistical Method in Agricultural Economics, Export Inspection Services, Role and Organisation of the Australian Agricultural Council.

Department of Trade:-

Trade Negotiations:

Australia's attitude towards bilateral trade negotiations, Agreements negotiated by Australia, Constitutional Aspects of Trade Negotiations, Improving Trade Relations, Preparation for, and Drafting the terms of a trade agreement, Follow-up to trade negotiations, Reviews, renewals and extensions of Agreements, "Anti-dumping" legislation and procedures.

Trade Promotion:


Publicity:

Methods of Export Publicity, Trade Fairs and Displays, Australian Publication Work, Publicity in the United Kingdom, The Advertising Programme, Use of Public Relations Organizations, Trade Missions and Trade Ships, Advertising Agency Service to Export Clients; Wool Promotion.

Trade Commissioner Service:

History, Regulations Directorate, Administration, Programming of Commissioners in Australia, Commissioner Tours of Territory and Additional Areas, Recruitment, Appointment and Posting of Commissioners, Conditions of Service, Duties of Trade Commissioners.

Export Development Division:

Functions of; Trade Promotion Abroad, Export Incentives, Investment abroad as an export technique, Commodity Survey Techniques.

In addition, there were visits to the following industrial plants, commercial organizations and government instrumentalities.

Snowy Mountains Hydro-Electric Scheme
Iron and Steelworks
Heavy Engineering Works
Rolling Stock Manufacturer
Farm Equipment Manufacturer
Motor Vehicle Assembly Plant
Tool Manufacturer
Chemical Plant
Adhesive Tape Factory
Plywood Factory
Plastic Factory
Electronics Factory
Electrical Goods Manufacturer
Carpet Manufacturer
Drug Factory
Rubber Factory
Textile Manufacturer
Wool Auctions
Dairy Factory
Cheese Factory
Suburban Dairy
Sultana Packing Plant
Buronga Irrigation Area
Citrus Grove and Vineyards during harvest
Winery
Wine Cellars
Commonwealth Dried Fruits Centre
Fruit Cannery
Cool Stores
C.S.I.R.O. Research Station, Merbein
Horticultural Research Station, Tatura
Flour Mill
Sugar Refinery
Food Processing Plant
Wheat Silo
Royal Easter Show, Sydney
Sydney Trade Fair
Australian Canned Fruits Board
Australian Dairy Produce Board
Australian Dried Fruits Control Board
Australian Wool Bureau
Bank of New South Wales, International Division
Sydney Stock Exchange
Port of Sydney
Newspaper Office
Radio Station
Television Station
Public Relations Consultants
Printery
Printing Studio
Cities, Towns and Country Areas Visited

Canberra
Melbourne
Sydney
Snowy Mountains Area
Wollongong - Port Kembla District
Karumburra

(Here the course split into two groups one visiting the Murray Valley dried fruits area (a), while the other visited the Goulburn Valley canning fruit areas (b)).

(a)  
Mildura
Merbein
Red Cliffs

(b)  
Nagambie
Shepparton
Tatura
Mooroopna

The two groups rejoined and visited the following areas together.

Latrobe Valley
Geelong
Goulburn


Duration of Course:  21st February to 10th June 1966

Number of Fellows attending:  12

Countries Represented:  
Bechuanaland (1)
Indonesia (3)
Malaysia (1)
Pakistan (2)
Philippines (1)
Tanzania (1)
Thailand (2)
Western Samoa (1)

During the "Training Course in Export Promotion for Overseas Government Officials" lectures, seminars and discussions were held on the following topics :-

Australian Government and Institutions
The Department of Trade and Industry
The Australian Economy and Pattern of Trade
Trade Missions
Overseas selling and Promotions
Development of Exports
Export Insurance
Government Incentives to Exporters
International Trade Relations
In addition, there were visits to the following industrial plants, commercial organisations and government instrumentalities.

Sydney Stock Exchange
Chamber of Manufacture (Melbourne)
Chamber of Commerce (Melbourne)
National Travel Association
Australian Meat Board
Australian Wool Board
Australian Wheat Board
Australian Canned Fruits Board
Commonwealth Trading Bank (Foreign Division)
The Commodity and Exporters Register of the Department of Trade and Industry
New South Wales, Department of Decentralization and Development
Industrial Design Council
Snowy Mountains Hydro-Electric Scheme
Royal Easter Show, Sydney Showgrounds
Building Display
Port Facilities (Melbourne and Sydney)
Air Cargo Facilities at Mascot Airport
Woollen Mills
Textile Factory
Knitting Mill
Processed Yarn Manufacturer
Wine Cellars
Vineyard and Winery
Soft drink factories
Biscuit factory
Food Processing plant
Tobacco Company
Iron and Steel Mills
Colliery
Metal Manufacturer
Heavy Engineering Works
Railway Rolling Stock Manufacturer
Earth Moving Equipment Manufacturer
Road Roller Builder
Motor Vehicle Assembly Plant
Motor Vehicle Part Manufacturer
Electrical and Wireless Manufacturer
Oil Importing Company
An advertising agency
A Public Relations Agency
Television Station
Radio Station
Printing Firm
Newspaper Office
Fine Paper Mills
Modern Supermarket
Grazing Property

Cities and Towns Visited:

Canberra
Melbourne
Sydney
Port Kembla
Shoalhaven
Bendigo
Shepparton
Seymour
Tabilk
Snowy Mountains Area
The Belgian Foreign Trade Office can offer opportunities for officials from developing countries to have training focusing on export promotion. The training programmes and their duration vary according to the studies, knowledge and experience of applicants. Applicants for a training course organized by the Belgian Foreign Trade Office must as a minimum have received training enabling them to follow with ease the explanations given. In addition, they must have a good knowledge of either French or English.

Two separate programmes have been drawn up for fellowship holders from developing countries:

A. **Programme for fellows at university level;**

B. **Programme designed for fellows at other levels who can easily take in the techniques to be studied and already have practical experience in the field concerned.**

Programme A covers a two-month course; programme B, a one-month course. In certain cases the travel costs and subsistence can be met by the Office, each application being examined individually.

**PROGRAMME A**

<table>
<thead>
<tr>
<th>Ministry or organization in which the courses take place</th>
<th>I. Foreign trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Ministry of Foreign Affairs and External Trade</td>
<td>(a) Organization of foreign trade</td>
</tr>
<tr>
<td>- Belgian Foreign Trade Office</td>
<td>- exports</td>
</tr>
<tr>
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<td>- imports</td>
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<tr>
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<td>- regulations</td>
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</table>
- Ministry of Economic Affairs and Energy
- National Industrial Credit Corporation
- Creditexport
- Ministry of Agriculture
- Permanent Benelux Secretariat
- European Community

- National Bank (Belgo-Luxemburg Exchange Institute)

(b) State intervention
- credits, subsidies, etc.
- insurance, guarantees, bonds
- preparation of trade agreements

(c) External relations
- Benelux
- European Community

II. Exchange control
(a) Organization
- balance of payments
- trade balance
- regulations

(b) Transfer regulations
- capital
- dividends
- income
- interest

(c) Special transactions
- compensation systems
- clearing agreements

III. Internal trade
(a) Organization
- operational conditions
- professional groupings, co-operatives
- State intervention (displays, etc.)
(b) Distribution circuits
- imported products and local manufactures
- organization of wholesale and retail trade
- credit system

(c) Price regulations
- price control
- repression of fraud and economic policy

IV. Industry
(a) Organization
- promotion organizations
- credit organizations
- State intervention

(b) Investments
- orientation (direct or indirect)
- aid by public authorities
- advantages granted to investors

V. Customs and indirect charges
(a) Organization
- tariffs
- preferential agreements
- exemptions
(b) Valuation Commission
- basis for assessment
- the various charges
- special regimes

(c) Establishment of statistics
- customs statistics
- trade statistics
- value used - "absolute, relative"

VI. External trade promotion
(see programme B)
- promotion of foreign sales
- trade promotion
- marketing
- productivity
- advertising and publicity

VII. Promotion of agricultural products
- market study
- promotion
- marketing
- inspection
- quality control

VIII. Packaging of products
- packaging problems
- visual appeal of products

IX. Visits to factories
PROGRAMME B

The major part of this training course takes place in the Belgian Foreign Trade Office. The fellows are considered as being members of the staff, so that they take an active part in the daily operation of the various services and can follow export promotion techniques directly. In certain cases the stay in a given service may be prolonged if the candidate expresses a desire to require more specialized knowledge.

Principal study subjects during the course:

- study of foreign markets
- techniques of seeking agents and representatives
- business propositions
- preparation of business trips
- study of regulations concerning foreign markets
- use of statistics
- prospection of foreign markets
- activities of trade prospectors
- organization of trade missions abroad
- reception of foreign trade missions
- organization of prospection trips in Belgium by foreign businessmen
- operation of reception service
- participation in Foreign Trade Fairs
- advertising and publicity
- publicity abroad
- mechanisms of the External Trade Fund
- information and documentation service
- problems of export insurance and financing

In addition, a fairly short training course is provided:

1. In the National Office for Agricultural and Horticultural Outlets and in the Ministry of Agriculture, in connexion with export promotion problems concerning agricultural and horticultural products.

2. In the Packaging Institute and the Design Centre, as regards the visual appeal and packaging of export products.

The course also includes visits to factories.
FRANCE:
SEMINAR ON "EXPORT TECHNIQUES" ORGANIZED IN FRANCE BY THE ASTEF
IN CONJUNCTION WITH THE INTERNATIONAL TRADE CENTRE AND
THE ORGANIZATION OF AMERICAN STATES
(November 1966-February 1967 - Reserved for Countries of Latin America)

At the request of the International Trade Centre of GATT and the Organization of American States, the Association for the Organization of Seminars in France (ASTEF) will organize a seminar next November on export techniques.

1. Object of the seminar:

Study of problems of all kinds - commercial, administrative, financial, legal and fiscal, national and international context - which face the enterprise or more generally the agency or group wishing to export and to organize itself for export purposes.

2. Qualifications:

- officials or agents of semi-official organizations involved in the field of foreign trade. Or else:
- managerial staff of large and medium enterprises working in the export field: heads of export services or even managers or their immediate collaborators.

3. Date and length of the seminar:

From 15 November 1966 to 24 February 1967.

4. Programme:

The programme includes two cycles:

- a cycle of general training, made up of lecture-debates, case studies and several visits, will provide an all around view of problems facing any exporter and all methods and procedures at his disposal in order to realize export possibilities.
- a practical cycle, whose purpose is to point out concretely, within French exporting enterprises and semi-public agencies involved in this field, the details of the major export problems. This cycle includes a number of visits organized by sub-groups, depending upon the interests expressed by the participants.

5. **Financing:**

The OAS and the French Government will share in financing this operation in the following way:

- the OAS will provide chosen participants with a round trip tourist class airplane ticket enabling them to go to France.
- The French Government will assume school and living costs.

6. **Selection:**

- Candidates will first be chosen in principle before the first of May by the OAS; the French embassies in Latin America will be consulted.
- The selection board will meet in Paris at the end of June. Candidates will be advised in the shortest possible time of their final admission to the seminar as fellows of the French Government.

7. **Number of participants:**

Fifteen places have been reserved for candidates presented directly by the OAS.

8. **Knowledge of French:**

Language training should not in principle exceed two months, including the special course of initiation in foreign trade terminology.

9. **Convocation:**

Arrival dates of selected participants are as follows:

- 8 September for those participating in the two months language course.
- 22 September for those participating in the six weeks language course.
- 10 November for those with a very good knowledge of French.
Seminar

"EXPORT TECHNIQUES"

PROGRAMME

I. GENERAL TRAINING CYCLE (7 weeks)

A. General problems of international trade
   Pattern and evolution of international trade
   International economic institutions
   French foreign trade institutions

B. Problems facing the enterprise
   - trade problems
     Internal organization of the enterprise
     for export purposes
     research for sales and after-sales outlets
     publicity and advertising
     quality control
   - administrative problems
     regulation of foreign trade
     foreign exchange regulations
     customs regulations

4 meetings
2 seminars
12 lecture-debates
6 concrete cases
1 visit
6 lecture-debates
3 visits
- financial problems
  bank credit
- export insurance and guarantees
- export accounting
- legal and fiscal problems

II. PRACTICAL CYCLE

Visits for practical purposes in sub-groups to exporting enterprises and principal agencies involved in the field of foreign trade: CNCE, COFACE, BFCE, etc...
Annex F

INDIA: INDIAN INSTITUTE OF FOREIGN TRADE

Three-weeks Course for Senior Executives on

TECHNIQUES OF INTERNATIONAL MARKETING

at New Delhi

from 22 November to 11 December 1965

PROGRAMME OBJECTIVES

The Programme aims at providing intensive training to the Senior Executives in the entire field of export marketing, the methods and techniques of overseas selling and management, the problems and prospects for our traditional and non-traditional commodities, Government regulations and procedures affecting our export trade, and our export effort in general. Such a comprehensive training programme will, it is hoped, enable the export executives to imbibe in them a disciplined and scientific approach to the various problems of export marketing. Moreover, it will enable them to undertake their varied responsibilities with a much higher degree of confidence and make their management decisions in a more realistic and effective manner.

PARTICIPANTS

The Programme is designed for Export Managers and Senior Executives in Export Houses, Industry & Trade, Export Promotion Councils, Commodity Boards, Government Trading Corporations, Public Sector Enterprises, etc., who are responsible for making management decisions in export marketing or are directly concerned with preparing the overseas marketing plans of their organisations. It will also cover the Officers from Banks, Central and State Governments and other organisations and agencies engaged in the export effort.

COURSE OUTLINE

1. World Trade and Market Opportunities
   Trends in world trade; the problems of developing countries
   India's export performance and future prospects
   India's trade with different world regions
   Market opportunities in selected regions/countries

2. Institutional Set-up of Export Effort
   Export effort in India: survey and review
   Institutional arrangements for promoting exports: export organisations
   Role of Government Trading Corporations
   Coordination at the level of Government and organisations
3. Planning and Programming for Exports
   Overseas marketing research
   Product planning and development; programming of production
   for exports
   Designs for exports
   Quality control and pre-shipment inspection
   Packaging for consumer appeal, and for safe transit

4. Export Strategy and Promotion
   Cost reduction
   Export pricing
   Export publicity
   Exhibitions and trade centres abroad
   Selectivity approach in export trade

5. Export Sales Management
   Commercial trade channels abroad
   Sales policies and sales management in relation to overseas
   marketing
   Recruitment, development and supervision of overseas sales
   personnel
   Appointment of agents; operating foreign business

6. Procedures Relating to Exports
   Export documents; bills of lading, invoices, etc.
   Export payment terms; letters of credit, consignments, etc.
   Transaction in exports
   Import-export procedures
   Manufacturing abroad; joint ventures

7. Export Assistance and Export Finance
   Export incentives
   Drawbacks of customs and rebate on excise duties; manufacture
   under bond
   Export Credit & Guarantee Corporation; commercial credit
   and insurance
   Role of Reserve Bank and commercial banks in export effort
   Supply and cost of export finance

8. Transport
   Railway facilities and concessions for exports
   Ocean transportation; Freight Conferences, rate structures and
   tonnage requirements
   Role of air transport in India's export effort

9. Legal Aspects of Foreign Trade
   Trade marks and patent laws
   International commercial arbitration
IRELAND: IRISH EXPORT BOARD COURSE
FOR TRAINEES FROM DEVELOPING COUNTRIES

1. Ireland

Coras Trachtala, the Irish Export Board, takes two nominees at a time for training periods of 2-4 months. The length of the training period and the content of the course are affected by the knowledge and experience the nominees already have and, while the course is adapted to suit their requirements, it is considered that a training period of less than two months is of very limited value. It is also considered that the training period should not extend beyond four months. While training, the nominees are treated as if they were members of the staff of Coras Trachtala i.e. they are actively engaged in the normal work of the various departments and understudy a particular officer in each department. In this way they are brought into direct contact with the realities of export promotion. The training period is divided between the Dublin and London offices of the Board, approximately half the time being spent in each place.

As well as working with Trade Advisors and having access to library and information sources, the trainees are instructed in export documentation and Customs clearance, tariff systems and commodity classification, dumping and countervailing duties, export pricing and fair market value, food and drug regulations, marking and labelling requirements, export packing, product and package design, export insurance and finance, co-operative exporting, shipping and forwarding, market information and research, press relations and publicity.

The training is provided free of charge, but, as in the case of the United Nations training schemes, other expenses such as hotel accommodation, travelling expenses, provision of textbooks etc. are met from United Nations Technical Assistance Funds.

The course are confined to government officials; officials of state-sponsored bodies dealing with export promotion; and officials of national industrial associations, or exporters' associations.
Annex H

ITALY: EXPORT PROMOTION TRAINING FOR CANDIDATES FROM DEVELOPING COUNTRIES OFFERED BY THE ITALIAN INSTITUTE FOR FOREIGN TRADE (ICE)

Training facilities in export promotion available in Italy for candidates from developing countries are at present offered by two government controlled agencies, i.e.: Italian Institute for Foreign Trade (ICE) and IRI (Institute for Industrial Reconstruction). The Foreign Trade post-graduation courses held by the ICE at its Head Office in Rome (21, Via Liszt, EUR), since 1963, of the duration of six months (January-June), are destined mainly for Italian candidates with suitable qualifications (University degree, etc.), in which five foreign candidates from developing countries can be enrolled. These five posts reserved for foreign trainees are also covered by scholarships for subsistence expenses of the amount of 70,000 lire per month, contributed by the Ministry of Foreign Trade.

Candidates from foreign countries are requested to apply to ICE in accordance with the enrolment regulations, stating their names, age, place of birth and latest address. The following requisites are prescribed: (a) age not above thirty; (b) university degree (university, date of graduation and marks to be stated); (c) knowledge of foreign languages, particularly Italian, indicating courses followed; (d) other qualifications and diplomas, if any.

The standard programme of the 1966 course is given below.

It will be noted that the course is of a practical character and that visits to government and private institutions and industries have been scheduled in addition. Four candidates from developing countries are following the 1966 course, two of which from Colombia and two from Argentina. Lessons are held exclusively in Italian and a working knowledge of the Italian language is therefore essential.

PROGRAMME OF 1966 ICE FOREIGN TRADE COURSE

A. Policy, organization and regulations concerning foreign trade

1. Recent developments in economic policy, with particular reference to its influence on international exchanges (10 hours)

2. Structural characteristics of the Italian balance of trade and balance of payments (10 hours)

3. Economic co-operation at international level - European Economic Community (23 hours)
4. The organization and regulations of Italian foreign trade:
   (a) The Ministry of Foreign Affairs and commercial relations with foreign countries (4 hours)
   (b) The Ministry of Foreign Trade and regulations of Italian foreign trade (20 hours)
   (c) Italian Institute for Foreign Trade:
       - Organization, services and activity (11 hours)
       - Seminars on certain technical activities of ICE:
         (a) Quality control of certain agricultural exports (2 hours)
         (b) Information on foreign firms and data on exports and exporters (through data processing equipment) (2 hours)
         (c) Fairs and exhibitions (2 hours)

5. Italian customs regulations:
   (a) Lectures (18 hours)
   (b) Practical work (4 hours)

6. Restrictive and discriminatory controls applied to imports by foreign countries (10 hours)

7. Regulations of international payments at present in force in Italy (20 hours)

B. Technical rules of foreign trade

1. Elements of technology of marketable goods, with particular reference to commodities exchanged (46 hours)

2. Techniques of international trade - sales of goods (34 hours)

3. Banking techniques and business organization for foreign trade (30 hours)

4. Mercantile calculations with reference to foreign transactions (36 hours)
5. Market research techniques and economic statistics (20 hours)
6. Techniques of international transport (6 hours)

C. Foreign markets, their structure and foreign trade relations with Italy
   1. The geophysical basis of international exchanges (8 hours)
   2. Foreign markets divided by areas and their trade with Italy (28 hours)
   3. Problems confronting the various sectors of Italian exports (28 hours)

D. Implementation of exports
   1. Functions of Mediocredito in export financing (4 hours)
   2. Credit insurance against export risks (8 hours)
   3. Fiscal measures connected with exporting (10 hours)

E. Export promotion
   1. Methods and techniques of export promotion (2 hours)
   2. Publicity and advertising (10 hours)

F. Series of lessons on specific subjects related to foreign trade
   1. Outlines of the credit structure in Italy (20 hours)
   2. Fiscal systems and international exchanges (10 hours)
   3. Diplomatic and consular law with particular reference to international economic relations (8 hours)
   4. Public relations in the official and international sphere (4 hours)
   5. Public enterprise as a factor of production and instrument of international trade (16 hours)
   6. IRI group (4 hours)
   7. ENI group (4 hours)
8. The trade and industry associations (2 hours)
9. The economic press (8 hours)

G. Language courses

1. English
   - Intermediate course
   - Advanced course
2. French
3. German

In addition a series of visits is scheduled to Government and private institutions and leading industries.
ITALY

Structure, Organization and Conduct of Training Courses in
Trade Promotion for Government Officials from Developing Countries,
Organized by the "Istituto per la Ricostruzione Industriale" (I.R.I.)

(Note Presented by Mr. Romolo ARENA,
Central Director of the I.R.I.)

Summary

1. General orientation of the I.R.I. programme for technical co-operation
2. Conduct of the courses
3. Advanced training in trade promotion
4. Special problems

1. General orientation of the I.R.I. programme of technical co-operation

For a long time past, Italy has been contributing in a practical and continuous manner to international technical and economic co-operation with the developing countries. In recent years expenditure for this purpose has reached a level equivalent to about 1 per cent of the gross national product.

In this context the I.R.I. - the Institute for Industrial Reconstruction 1 decided to make a special contribution to this programme by organizing advanced training courses for officials from developing countries, in the form of in-service training in undertakings belonging to the Group. The objective is to enable the various countries for which this form of assistance is designed to avail themselves of the considerable possibilities for technical training offered by an industrial complex covering many sectors, such as the I.R.I., in order to help those countries to solve their problems and speed up their development.

Seventy-eight technicians from thirty-eight countries took part in the first training course (1962-1963); 104 from thirty-four countries in the second (1963-1964); 111 from thirty-eight countries in the third (1964-1965); and 134 from thirty-nine countries in the fourth which is now in progress. The fifth course will take place from 17 October 1966 to 16 June 1967.

1 The I.R.I. - L'Istituto per la Ricostruzione Industriale, Via Veneto 89, Rome, is an organization under the public authorities that has a controlling interest in more than 130 firms, producing goods and services and employing about 300,000 persons, with an annual turnover of US$3,000 million and an investment capacity of US$1,000 million per year.
The courses are intended for technicians in the following sectors: industrial plant, engineering, electrical engineering, iron and steel, shipyards, cement manufacture, roads, bridges, highways, telephone, radio and television, maritime transport, air transport, vocational training, publishing and printing, banking and business administration. A special programme has been drawn up for participants wishing to specialize in trade promotion.

The fellowships are awarded by a special committee composed of I.R.I. officials. Applications are forwarded to the I.R.I. through the governments of the countries concerned, Italian diplomatic representatives abroad, international organizations (European Economic Community, GATT, United Nations, International Telecommunication Union, etc.), local agents of the I.R.I. Group (delegates of the financial companies of the Group and undertakings, directors of banking institutes linked to banks in the Group) and through former participants.

The fellowships cover the cost of travel from and back to the country of origin; a monthly grant of 100,000 lire (approximately $170) for subsistence costs; and the refund of transfer and subsistence costs in connexion with the various visits included in the course.

The training courses are organized by the "International Relations" service of the I.R.I., acting through the "Fellowships Secretariat" (Via Torino 98, Rome) which comprises a group of experts in international technical assistance.

In order to ensure good human and working contacts between the fellows and business circles in the host country, the I.R.I. decided to establish a club called "L'Incontro" (The Rendez-vous). It is situated in the historical centre of Rome and the fellows can go there, particularly during their stay in the capital, to attend lectures and films, take part in discussions, and attend working meetings and receptions which are organized from time to time.

The club also offers reading rooms and a library containing not only works of general culture but also a noteworthy collection of documentation on current problems of international economic and technical co-operation.

In order to ensure a fruitful and continuous exchange of ideas among the fellows both during their stay in Italy and after their return to their own country, the I.R.I. publishes a monthly magazine entitled "Rendez-vous for International Technical Co-operation". The articles published in this magazine give practical illustrations of the problems of international economic and technical co-operation and of the activities of the other organizations working in this field; it also contains features designed to keep the fellows in touch on a continuing basis. Former fellows are kept informed of what more recent ones are doing, and the latter in turn record in the magazine any changes in their work or personal status.
2. **Conduct of the courses**

Each course, lasting eight months in all (from 15 October to 15 June), is divided into three phases:

(a) First of all, the fellows assemble in Rome for an orientation course lasting about five weeks, aimed essentially at preparing them for in-service training in the various firms and at giving them a working knowledge of the Italian language.

This phase includes an intensive Italian language course, using the most up-to-date audio-visual techniques, together with briefing meetings to illustrate the following topics:

- problems of economic development and international technical co-operation;
- Italian institutions; Italy's social problems and economic structure;
- subjects relating to in-service training in the various firms.

(b) At the end of the orientation course the fellows are assigned to the various undertakings for a period of six and a half months. The programme of in-service training is drawn up individually for each fellow during the preparatory course, on the basis of his vocational interests, and in co-operation with the business directors who are to assist him during the training stage.

During this stage the fellows are required to report regularly to the I.R.I. on their activities, so as to enable the Institute to follow the course of training and to keep track of any changes that may be made in the original programmes.

(c) At the end of the in-service training, the fellows reassemble in Rome for about two weeks. This closing meeting is for the purpose of discussing and evaluating from various aspects the experience gained and the results achieved by means of round-table meetings, working groups, lectures, discussions, etc.

At the closing ceremony of the course, which is attended by representatives of the Italian Government and of diplomatic, economic and cultural circles, the fellows are formally handed diplomas certifying the training received in the various fields.
3. Post-graduate training in trade promotion

As part of this technical co-operation programme the I.R.I. has organized a special course of post-graduate training in export promotion for a limited number of fellows, some of whom have been proposed by the GATT/ITC.\(^1\)

The course includes theoretical studies and practical experience and can be divided into five main phases:

(a) As mentioned above, a five-week period of general orientation in Rome;

(b) A stay of three months in Milan in the central administration of the Commercial Bank of Italy, to study fundamental problems relating to export trade:

- customs and tariff regulations; origin of goods; valuation for customs purposes; finishing trade; quantitative restrictions; licensing system, etc.;

- financing of exports; export credit and export credit insurance;

- the system of international payments; the rôle and participation of commercial banks in international payments;

- bilateral and multilateral trade negotiations; GATT.

(c) An in-service period of about one month in the Siderexport Company in Genoa in order to examine the organization and working methods of an undertaking specialized in foreign sales, in particular:

\(^1\)For the 1965-1966 course four GATT/ITC fellows are following trade promotion courses in I.R.I. undertakings; three other applicants who had been accepted were unable to attend for personal reasons. The four present fellows are:

- David Preciado, Brazil, in charge of the Cotton Export Sector, Export Service, Bank of Brazil.

- Fernando Cancino Restrepo, Colombia, Attaché in the Foreign Trade Department, Bank of Latin America.

- Ludin Djamalins, Indonesia, Attaché in the Foreign Trade Department of the Central Bank of Indonesia.

- Manouchi Baboli Ettehad, Iran, Official in the Customs Tariffs and Trade Regulations Department, Ministry of Economy, Iran.
- fundamental questions connected with export organization;
- central and peripheral organization, and operational cycle of organization;
- market analysis: quantitative and qualitative aspects;
- participation in trade fairs; advertising of products;
- contractual techniques.

(d) A series of lengthy visits to the Bank of Italy, the Italian Exchange Office, the Italian Foreign Trade Institute and other organizations which are important in the foreign trade sector.

(e) As mentioned above, the closing meeting in Rome and the distribution to the fellows of diplomas certifying the training received in the field of trade promotion.

4. Special problems

Among measures that can help to expand exports by developing countries, technical co-operation in the field of trade promotion is of essential importance.

Thus is seems desirable to give due consideration to measures to improve the effectiveness of technical assistance in this field by the various agencies and organizations in co-operation with the GATT/ITC.

In this perspective, it might be appropriate, from time to time, within GATT:

- to exchange information on the activities of the Centre itself and of the various agencies and organizations dealing with technical assistance in the field of trade promotion;

- to compare and confront special problems encountered in organizing these activities, particularly during the training courses;

- to examine the possibility of harmonizing so far as possible the methods and techniques used by the various agencies and organizations in organizing courses;

- to study in general all questions which could help make more effective the action and efforts made in the field of trade promotion.
Annex J

ITALY: FOREIGN TRADE COURSES HELD BY THE ITALIAN UNION OF CHAMBERS OF COMMERCE AND TRAINING FACILITIES OFFERED TO CANDIDATES FROM DEVELOPING COUNTRIES

In addition to the export promotion training facilities offered by the two government agencies (Italian Institute for Foreign Trade and the IRI Industrial Holding Government-controlled group), the Italian Union of Chambers of Commerce (Unione Italiana Camere di Commercio, 26 Via Piemonte, Rome) also offers possibilities of enrolment in its courses to candidates from developing countries.

These facilities have been introduced in the last two years. The number of candidates admitted is not established, however last year a trainee from Colombia was accepted and a scholarship was granted to him (80,000 lire per month), while in 1966 a trainee from Guinea is following the course, but his expenses have been covered by his Government.

Qualifications for candidates include: (a) university degree; (b) age not above thirty; (c) knowledge of the Italian language; (d) satisfactory outcome of an oral informal examination for admittance.

The duration of the courses is from November to May and an examination is held at the end of the session.

The programme of the courses include the following subjects:

- Economic mathematics
- Statistical methods applied to economic factors
- Economics, also applied to the running of enterprises
- Organization of enterprises, in relation to productivity and profitability
- Techniques and methods of commercial distribution
- Market research and surveys
- Theory and policy of economic development
- Problems of agricultural and industrial development
- Credit in industrial development
- Fiscal system in relation to productivity
- Analysis of economic trends
- Economic planning
- European Economic Community
- International Economic Agencies.

In addition a course of English language is held, both for beginners and more advanced candidates.

Practical exercises are also included in the session and visits to industrial plants in Continental Italy, Sardinia and Sicily.
Annex K

NETHERLANDS

TRAINING COURSE IN TRADE PROMOTION

The outline of The Hague training course in economic information and export promotion for government officials from developing countries - February-June 1966 - reproduced below, has been received from the Netherlands Economic Information Service for distribution by the GATT International Trade Centre, to be made available to representatives of countries interested in training of trade promotion officials from less-developed countries represented at the Centre's 12-13 May training Symposium, and other interested bodies. This course was set up at the request of the International Trade Centre.

* * *

The Netherlands Government is currently providing training facilities in the field of economic information and export promotion for two government officials from developing countries. The facilities, which extend for a period of about 4 months, are awarded under the Netherlands Fellowship Programme for Technical Co-operation, and are under the guidance and general supervision of the Economic Information Service of the Ministry of Economic Affairs. As these facilities are intended to be a form of practical assistance to developing countries, the costs, including those of the journey to and from, and the stay in, the Netherlands, are met by the Netherlands Government. Nominees for these facilities are required to have a good knowledge of the English language, and their previous education should be - as a rule - at university or corresponding level. Furthermore, they must be in possession of a statement from their government to the effect that it approves the acceptance of a traineeship in the Netherlands.

Candidates make their applications to the International Trade Centre. The Economic Information Service of the Ministry of Economic Affairs in consultation with the International Trade Centre, then designate the officials to be invited.
The arrangements in the Netherlands include training periods at the Economic Information Service and other institutions as well as visits to commerce and industry.

First Part

Training period at the Economic Information Service of the Ministry of Economic Affairs, Bezuidenhoutseweg 151, The Hague.

1966

February 7

Reception by a director of the Economic Information Service

February 8

Subdirecotorate of the Organization of Information.

Task: Promoting co-ordination in the field of trade and economic information, both among the government agencies concerned and with regard to private organizations. Taking a share in the making and carrying-out of subsidy regulations in respect of such organizations. Dealing with the general, staffing and budgetary affairs of the Service.

February 9, 10 and 11

Department of Policy-Making.

Task: Preparing decisions regarding export promotion; analysing Dutch exports against the background of world-trade development. Studying the export policies of the Netherlands and other highly developed countries, with a view to comparing lines of policy in matters of economic information, export credits and investments, and development schemes. Studying the activities of such international organizations as the World Bank, the International Finance Corporation, the International Monetary Fund, the International American Development Bank, all this with a view to policy-making. Secretarial work arising from international contacts in the field of information and export promotion (Benelux, EEC and GATT) and co-operation with European information agencies. Distributing information on the above-named subjects, among other means, by articles in the weekly journal "Economische Voorlichting" (Economic Information) and in the monthly review "Buitenlands Economisch Overzicht".
Task: Making inquiries into cyclical and structural trends, economic policies, investment climates and markets abroad. Making preliminary statistical studies of marketing-possibilities for Dutch products. Collecting data that may be helpful to industry towards gaining an insight into opportunities for the Netherlands of economic expansion in particular countries, as with a view to exports and investments. Preparing the actual promotion of export trade. Compiling trade-cycle surveys, among other purposes, for the monthly review "Buitenlands Economisch Overzicht" (Foreign Economic Review).

Supplying information about:

- the economic positions of individual countries, as regards balance of payments, imports and exports, production, movements of wages and prices, exchange position, public finances, etc.;
- integration (EEC, EFTA, LAFTA etc.);
- the development of the infrastructure, in particular of the less developed areas, in consequence, for example, of soil improvement (irrigation, drainage, land reclamation), better power supply (electrification, coal and oil extraction), extension of communications (aviation, harbour works, radio, television), etc.;
- development projects and many years' plans;
- the nature, size and growth of industries;
- the establishment, extension and concentration of industrial enterprises;
- the socio-economic pattern (population, cost of living, etc.), with special regard to market research;
- the organization of trade abroad (trade channels, usages, terms of payment, etc.);
- marketing-possibilities for the Dutch product (sometimes also for specific commodities or commodity groups).

Task: Collecting and arranging - as well as informing industry and official bodies about - any legal regulations, or regulations having the force of law, made at home or abroad in the field of economics such as those concerning trade and payments (import and export controls, exchange controls etc.); import and excise duties; quality, trade-mark and packaging regulations; monopolies; trade and payment agreements, etc.
March 2,3,7,8,9,10, 14,15,16 and 17

Department of Library and Documentation.

**Task:** Collecting Dutch and foreign publications (books, reports, periodicals, annual reports, etc.) on behalf of Dutch trade and industry and the Netherlands government. Making these accessible to the public. Recording the most important current events in the field of commerce and general and business economics from reviews and foreign newspapers. Supplying information on literature; carrying on bibliographic research. Issuing abstract-cards (general, special and subject-group subscriptions). Editing the semi-monthly bibliographic review "Economic Abstracts" (Published by N.V. Martinus Nijhoff, The Hague). Managing the public library.

March 21,22,23,24 and 28

Subdirectorat of Publicity:

a. Editing Department of the journal "Economische Voorlichting"

**Task:** Editing the Service's weekly, the journal "Economische Voorlichting". Its object is to inform Dutch trade and industry notably on economic developments and trade opportunities abroad.

b. Department of Development Projects, Tenders and Missions

**Task:** Detecting so-called development schemes - chiefly in less developed areas which may offer opportunities for Dutch supplies of goods and services. Collecting information on tenders invited or about to be invited by public and semi-official bodies for goods and services which the Netherlands could supply if the inviting agencies provided an opportunity. Acting in an intermediary capacity in forming combinations to carry out projects as referred to above. Doing preparatory and co-ordinating work connected with the organization of Dutch missions to other countries as well as with the reception of similar foreign missions and individual foreign authorities in the economic and commercial sphere.

c. Department of Publicity Abroad

**Task:** Supplying "mass" information abroad on the economic and technological development of the Netherlands, as also on the advantages which this country offers as a partner in trade. Encouraging an intensive use of these possibilities. Preparing publicity and advertising-material to that end and making it available to the posts of the Foreign Service for distribution abroad among importing houses, trade and industrial organizations, the technical press, etc.

d. Department of Trade Fairs and Exhibitions

**Task:** Supplying information on trade-fairs, trade exhibitions, shopping weeks and similar events abroad. Organizing representative exhibits for flag-showing purposes abroad. Co-ordinating joint participations by government and private institutions in exhibitions, trade-fairs and Dutch shopping weeks held abroad.
March 29, 30 and 31 Special tasks.

Second Part

Training periods at other institutions etc.

April 4, 5, 6 and 7 Ministry of Agriculture and Fisheries, Iste van den Boschestraat 4, Dept. Foreign Agricultural Service. The Hague.

Certain questions of a specifically agricultural nature are handled by the above Service rather than the Economic Information Service. In principle however the work of both bodies is identical in character, so that a high degree of co-ordination and co-operation is possible. As well organized public bodies have been set up in the agricultural sector in the Netherlands, it has proved possible for the practical implementation of the Service's activities to be entrusted in part to these organizations.

April 12, 13, 14, 15, 18, 19, 20, 21 and 22 Netherlands Council for Trade Promotion, Lean van Nieuw Oost-Indië 129-135, The Hague.

The Netherlands Council for Trade Promotion is a private, non-profit organization for promoting imports and exports, which can furnish names and addresses of Netherlands importers and bring foreign exporters in contact with these importers. This organization, which has a general character, maintains close relations with the specialized institutes for overseas trade, which have their seat at the same address. Within the council special sections or desks exist for some overseas countries that are not covered by the specialized institutes. More desks are in course of preparation. The council organizes trade missions of businessmen, among which Netherlands importers are represented, so that foreign exporters can contact them directly. The market explorers of the council operate on a two-way principle, so that they are also available for assignments in the Netherlands. A reception centre assists Netherlands firms in receiving foreign businessmen or trade missions. The council was able to put its know-how in the field of export promotion at the disposal of others when it was requested to assist in preparing directives for the creation of a Tunisian Institute for Trade Promotion.
Netherlands Wholesale Federation, Zeestraat 78, The Hague.
This private organization is a federation of wholesalers' associations, of which about 100 are importers' associations. It acts as an intermediary, free of charge, between exporters in foreign countries and Netherlands importers in such a way that it can look for interested importers; investigate sales opportunities for the products offered; assess competition; check the scope of the market; report on the most suitable trade channels - and so on.

Netherlands Credit-Insurance Company, Keizersgracht 271-275, Amsterdam-C
Export credit insurance plays an ever increasing important role in the export trade and it can largely contribute to a business expansion on a sound and safe basis. The programmed visit will give an idea of the working of the export credit insurance business and of the importance of the additional facilities which are offered, viz.:
- preventive action against possible losses,
- supply of information in the domain of international trade and payments.

Royal Tropical Institute, Mauritskade 63, Amsterdam C.
This institute, a private organization internationally famous, can serve producers and exporters in tropical and sub-tropical countries in many ways. The Chemical and Biological Laboratory of its Agricultural Research Department carries out, on request of governments, commerce, industry etc., research on the quality of tropical produce and its fitness for trade and industry. It assesses the causes of decay and damage of imported produce and it investigates the insect-proofness of the export packing of tropical produce. The Soils Laboratory of the above-mentioned department gives advice with respect to the suitability of soil for the cultivation of (export) crops or for cattle breeding. The Advisory and Documentation Bureau advises governments, international institutes and private enterprises on agricultural and related problems, growing of crops, fruit and vegetables, animal husbandry, fisheries, etc.

Institute of Social Studies, Molenstraat 27, The Hague
The Institute of Social Studies aims at promoting international research and training in the social sciences with special emphasis on problems of integral development and rapid social change.

The process of development and change manifests itself in many different ways: in political movements and evolutions, in changes in society and new cultural patterns, in economic growth and economic tensions.
The social sciences play a vital role in this process. First of all, the problems of development and change, in order to be understood, should be studied intensively with the aid of all scientific resources.
where necessary, new fields in the social sciences will have to be developed. Secondly, there is a great demand for training of persons who are needed for the solution of development problems: economists, sociologists, public administrators, educators, statisticians, social welfare officers, etc. Social science teaching and research facilities should be made available wherever there is an opportunity and to whomever may need them.

The Netherlands universities sponsor the international Institute of Social Studies at The Hague. This Institute is open to nationals of all countries of the world who occupy responsible positions in government, teaching, research, economy or social service. The activity of the Institute is concentrated on the postgraduate level. The Institute offers several courses of study, amongst them:

- Postgraduate Course in National Development
- Course in Public Administration
- Course in Economic Planning and National Accounting
- Course in Statistics.

The trainees will attend a number of lectures of these courses, in so far as they are of interest to them.
Annex L

NEW ZEALAND: TRAINING COURSE IN TRADE PROMOTION

By special arrangement the Department of Industries and Commerce, Department of Agriculture, New Zealand Apple and Pear Marketing Board, New Zealand Meat Producers Board and New Zealand Dairy Production and Marketing Board are cooperating in a five-week export promotion course with the following content:

(a) The trainee is assigned to the Trade Promotion Section of the Department of Industries and Commerce for about two weeks. During this period he studies the organization of trade missions, participation in trade fairs, the promotion of trade enquiries, the preparation of trade promotion publications, and the use of statistics.

(b) During the third and fourth weeks the trainee is attached to the Producer Boards. During this period he observes the trade promotion and marketing activities of these boards.

(c) In the fifth and final week the trainee is attached to the Department of Agriculture where he observes the inspection and grading procedures administered by that Department.

The New Zealand Government accepts one or two trainees from any of the Colombo Plan or SCAAP countries (Special Commonwealth African Assistance Plan).

The cost of transport and subsistence is borne by the New Zealand Government.

PROGRAMME FOR THE NEW ZEALAND COURSE IN TRADE PROMOTION 1966

Day 1

Welcome and introduction to the organization of the Overseas Trade Division of the Department of Industries and Commerce. (½ hour)

Discussion: the structure of New Zealand's export trade. Servicing the exporter; the work of the Trade Promotion Division of the Department of Industries and Commerce. (1½ hours)

Discussion: the Trade Promotion Council: the work of the Council - an independent body - in promoting New Zealand exports. Discussion on the measures required to promote the interest of people and organizations in New Zealand in the export drive. (1 hour)

Discussion: export incentives; methods of offering incentives to New Zealand manufacturers. (1 hour)
Day 2

Discussion: New Zealand trade relations. (½ hour)

Discussion: New Zealand trade relations with Europe; the General Agreement on Tariffs and Trade (GATT). (1 hour)

Discussion: the New Zealand-Australia Free-Trade Agreement (NAFTA); the negotiation of the Agreement and what it means for New Zealand's trade prospects. (1 hour)

Discussion: trade relations with Asia and North America. (1 hour)

Discussion: New Zealand tariff control and its effect on overseas trade. (1½ hours)

Day 3

Discussion: the Department of Statistics; the work of the Department in the spheres of trade relations and trade promotion. (2 hours)

Discussion: the New Zealand Manufacturers' Federation; the aims of the Federation and its work in promoting New Zealand exports. (2 hours)

Day 4

Discussion: the Export Guarantee Office (ExGO), and the Export Guarantee Advisory Committee; discussion on the problems involved, and the benefits to be gained from export guarantee. (2 hours)

Discussion: the New Zealand Associated Chambers of Commerce; the aims of the Chamber and its work in promoting New Zealand exports. (1½ hours)

Day 5

Discussion: the Dairy Division of the Department of Agriculture; the place of dairy products in New Zealand exports. (2 hours)

Discussion: the Meat Division of the Department of Agriculture; the place of lamb and mutton, and beef in New Zealand exports. (1 hour)

Discussion: the Horticultural Division of the Department of Agriculture and the place of the Division in preparing New Zealand's exports of horticultural products.
Day 6
Free day.

Day 7
Travel to Auckland.

Day 8
Free day.

Day 9
Visit to Dairy Produce Grading Store.

Day 10
Visit to Meat Export Works
Travel to Nelson.

Day 11
Inspect grading of apples, tobacco and hops. Supervised by the Horticultural Division of the Department of Agriculture.

Day 12
Visit to New Zealand Apple and Pear Board's Cool Store and Cannery. Return to Wellington.

Days 13 and 14
Free days.

Day 15
Discussion: The work of the Export Liaison Officers. Visits to factories in the Hutt Valley.

Day 16
Discussion: Export publicity - methods and objectives. (1½ hours)

Discussion: Overseas publicity and the work of the Tourist and Publicity Department. (2 hours)
Days 17 and 18

Export Seminar. Discussions conducted by New Zealand trade commissioners in Australia.

Day 19

Discussion: Functions of the Tobacco Board. (1 hour)

Discussion: The Bangkok Fair. Practical methods of publicizing New Zealand exports. (1 hour)

Discussion: Customs Department; methods and objectives. (1½ hours)

Days 21 and 22

Inspection and discussions: New Zealand Dairy Production and Marketing Board.

Days 22-27

New Zealand Meat Producers' Board: Discussions and presentation meetings to cover:

(i) Introduction to the New Zealand meat export industry, its importance to the economy and significance in world trade. The pattern of trade for New Zealand meat in world markets.

(ii) Production, preparation and shipment of product, as related to the promotion of the trade.

(iii) Promotion strategy at trade and consumer levels. Techniques in product promotion adapted to individual requirements of diverse markets. Public relations, advertising, trade, and consumer research.

(iv) Measurement of the influence of promotion on growth in product demand in specific markets.

Day 28

Inspection and discussion; New Zealand Apple and Pear Marketing Board.

Day 29

Free day.

Day 30

Concluding discussion - Department of Industries and Commerce.
UNITED KINGDOM: FOREIGN OFFICE/BOARD OF TRADE
COMMERCIAL OFFICERS' COURSE

The United Kingdom Government has made available for GATT Trade Centre nominees six vacancies per year on its Foreign Office/Board of Trade Commercial Officers Course. The courses last two months and are generally repeated four times a year.

The first month is spent at the City of London College. Here the course consists of a study of the financial machinery of overseas trade against the general background of commercial activity. There are lectures, discussions and tutorials on commercial functions, business units and trade. Under the general heading of banking, three lecturers deal with:

(i) The money market.

(ii) Commercial banking, the capital market and international trade.

(iii) The main outlines of banking practice.

There are lectures on the finance of foreign trade and the commodity markets and produce exchanges.

The lectures on export trade law deal with the general principles of the law of sale, litigation and arbitration abroad, the contract of carriage by sea and customs law, exchange control and export licences. Export practice and overseas marketing include the channels of marketing, the documentation involved in marketing and the machinery for sales promotion overseas.

There are also lectures and case studies in international resources and world trade. Syllabuses of each course of lectures are available at the commencement of the course.

A number of visits are made to illustrate the theory and practice discussed in the lecture room and which include the following:

Commercial banks
Acceptance houses
The Stock Exchange
Lloyds
An export house
The following books are issued to each student and may be retained for the duration of the course.


The second month is occupied with visits to trade organizations interested in exporting, and to individual firms, to give an insight into export promotion methods. There are opportunities for discussions with the Board of Trade, the Export Credits Guarantee Department, and other governmental agencies connected with aspects of export promotional services.

The British Government is ready to bear the cost of the actual course if asked to do so by a Government to which it extends technical assistance. Travelling expenses to Britain and back are the responsibility of the Government that nominates the officer. Applications are made in the first instance to the Trade Centre, which advises the Government seeking the training if the course offered by the British authorities is in its view the most appropriate. It is then open to the Government concerned to request British technical assistance, within the procedures established between it and the British Government.

The expenses that in such cases the British Government would bear cover the officer's maintenance in Britain at standard rates, the fees charged by the City of London College at which part of the course is arranged, and any necessary travelling expenses within Britain incurred in visiting firms or Government offices outside London.
UNITED STATES: TRAINING IN EXPORT PROMOTION AND MARKETING/DISTRIBUTION TECHNIQUES ADMINISTERED BY THE INTERNATIONAL MARKETING INSTITUTE

Under the auspices of the Department of State (Bureau of Educational and Cultural Affairs) and the Agency for International Development (AID), opportunities are available for United States Government-financed training in export promotion and marketing/distribution techniques for qualified candidates from developing countries. The principal training facility is administered by the International Marketing Institute (IMI), a private non-profit foundation. Training consists of one week's orientation in Washington, six weeks' study and research conducted by IMI at the Harvard Graduate School of Business Administration; and eight weeks' travel and observation of American business enterprises.

Sponsoring United States Government agencies also finance such training for candidates from developed countries, since it is felt that participation of representatives from countries in various stages of development in the same course broadens knowledge of conditions and problems in the respective countries. Approximately ninety foreign nationals, about half of whom were from twenty-four less-developed countries, participated in the IMI course in 1963 and 1964. Thirty-six participants in 1963, and forty in 1964 were sponsored by the Department of State and AID.

Applications are submitted to the United States Government through the United States Embassy (Attention Cultural Affairs Officer) or United States AID Mission in the capital of the candidate's country. Since interpreters cannot be provided, nominees must be proficient in English.
Annex 0

ILLUSTRATIVE PROGRAMME FOR TRAINING IN TRADE PROMOTION
UNDER GENERAL SPONSORSHIP OF GATT INTERNATIONAL TRADE CENTRE

A Twenty-Week Programme - Suggested by the United States

<table>
<thead>
<tr>
<th>Week I</th>
<th>Geneva</th>
<th>Basic orientation in international trade and its contribution to national income and economic growth, including outline of the history and evolution of trade.</th>
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<tr>
<td>Week II</td>
<td>One or more European countries</td>
<td>Interviews with officials concerned with trade promotion regarding its commercial intelligence programme, with export managers, export merchant houses, and trade associations regarding the information and assistance they consider necessary to promote exports. Tour of the major port.</td>
</tr>
<tr>
<td>Week III</td>
<td>New York</td>
<td>View of the arrival of imports into the Port of New York (New York Port Authority). Customs, quarantine, warehousing, receiving and forwarding operations. Visit to a commodity exchange, freight-car marshalling yards, air freight terminus. Purpose: to drive home the immense volume and value of international goods handled at a major port in the Western world, the importance of proper packing and labelling and of accurate documentation.</td>
</tr>
<tr>
<td>Week IV</td>
<td>Washington, D.C.*</td>
<td>Welcome to the University Campus, where trainees will be quartered, take meals, and receive certain lectures and instruction during training programme. Explanation of the practical emphasis in the programme on people and firms as the activators of trade, through which changes in textbook-type totals must be made. Orientation and welcome to Commerce Department, where some lectures, consultation, and instruction will be given and some project work carried on. Lectures at International Visitors' Center on the American scene, including religion, race, relations, culture in general. Tours of city and environs.</td>
</tr>
</tbody>
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Washington DC is throughout used illustratively. In actual practice the city would depend on the University chosen to co-operate in the training programme.
Weeks V and VI
Washington*  
**University presentation:** starting with the basic situation of the mutual interest and benefit when there are would-be buyers and sellers, and proceeding through the mechanics and the historical, social and personal influences involved in trade across national frontiers. Channels of distribution: agents and representatives; wholesalers, retailers; subsidiaries. Payment arrangements: commercial banking services, credit; documentation; insurance; shipping; legal aspects (e.g. arbitration).

Visits to export merchant houses, freight forwarders, combination export managers, commercial banks, etc.

Weeks VII and VIII
Washington  
**Lectures at Commerce Department:** the rôle of governments in controlling and assisting international trade. General concepts of national commercial policies of developed countries. Tariff and non-tariff barriers, quotas, bilateral agreements, international commodity agreements, anti-dumping controls. Assistance to national traders - trade statistics, commercial intelligence. General description of operations of foreign service commercial representatives in gathering intelligence. The operations of the Commercial Intelligence Division of the Commerce Department. Field office operations providing intelligence to the businessman. Publications and credit reference services. Consultation with Commerce Department officials.

Week IX
Washington  
**Department of Commerce Lectures:** The positive rôle of government in promoting exports. Presenting the export story to the businessman - how to get into exporting; assisting the exporter with positive promotion vehicles, trade centres, fairs and exhibitions, trade missions, product displays and demonstrations. Visits to Commerce Department Field Offices, attending business seminars in action, visit to a foreign trade centre in an American city.

Week X
Washington  
**Consultation, Commerce Department.** Individually tailored analysis for each student of his country’s resources and export potential and of possible markets for those exports in the United States.
University lectures and discussion sessions: Marketing (selling, advertising, research, and co-ordination) in the developed countries (EEC, Australia, Mexico, Sweden, etc., as well as United States): mass consumer markets, and similar developments in industrial and professional purchasing (e.g., industrial equipment and components, prescription drugs); markets within markets - speciality markets for luxuries and novelties.

Advertising, publicity, and public relations, including the importance of opinion makers and style leaders.

Tourism: University lectures, in consultation with United States Travel Service, Pan-American Airways, Hilton International Hotels, etc.

Market survey insights and outlook, including how the modern housewife buys, secures credit at the neighbourhood department store branch (Cf. Sears United States and Latin America). Diversification of products and services in supermarkets, shopping centre speciality stores.

Marketing of raw materials including foods in the developed countries.

Week XIII
Washington:

Term project: prepare a draft marketing plan for a potential export from the trainee's country to the United States, e.g. handicrafts, speciality foods or beverages.

Weeks XIV and XV
Washington:

Lectures at Department of Commerce: techniques of the commercial attache office organization, reference library, means of publicizing the country's products (publications, motion pictures, television, display areas, lectures). Getting established personally in the community - whom to cultivate, how to cover the territory, how to secure trade and market information from Government and from other sources such as newspapers and magazines, how to evaluate business firms.
Weeks XVI to XIX: **Tour** of selected field offices of the Department of Commerce, visiting factories and other industrial plants, Chambers of Commerce, department stores, advertising media and agencies, import-export houses.

Week XX
Washington: Department of Commerce: final consultation, exploration of individual questions and projects, evaluation of course content, Graduation ceremonies.