



United Nations  
Economic Commission for Africa

# African Trade Policy Centre

## Second Phase of Project (ATPC II)

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## ACRONYMS

ACP	-	African Caribbean and Pacific (Group of States)
AEC	-	African Economic Community (AU)
AERC	-	African Economic Research Consortium
ADB	-	African Development Bank
ATPC	-	African Trade Policy Centre
AU	-	African Union
CFA	-	Canada Fund for Africa
CIDA	-	Canadian International Development Agency
COMESA	-	Common Market for Eastern and Southern Africa
DFID	-	(UK) Department for International Development
EAC	-	East African Community
ECA	-	Economic Commission for Africa (UN)
ECOWAS	-	Economic Community of West African States
EPA	-	Economic Partnership Agreement (of the EU)
EU	-	European Union
FDI	-	Foreign Direct Investment
GEARI	-	Gender Equality and African Regional Institutions
GTAP	-	Global Trade Conference
GTZ	-	German Development Cooperation
IF	-	Integrated Framework (for Trade-Related Technical Assistance to Least Developed Countries)
ITC	-	International Trade Centre
JITAP	-	Joint Integrated Technical Assistance Project for Selected African countries
MDG	-	Millennium Development Goal
OATUU	-	Organization of African Trade Union Unity
RBTA	-	Regional & Bilateral Trade Agreements
REC	-	Regional Economic Community
SADC	-	South African Development Community
SEATINI	-	Southern and Eastern African Information and Negotiation Insight
SME	-	Small and Medium Enterprise
TFED	-	Trade Finance and Economic Division (ECA)
TRAPCA	-	Trade Policy Training Centre in Africa
UN	-	United Nations
UNCTAD	-	United Nations Conference on Trade Development
UNDP	-	United Nations Development Programme
USAID	-	United States Agency for International Development
WTO	-	World Trade Organization

## **Section I: Development Context and Project Rationale**

### **1.1 Fragile African Economic Performance**

Africa is the least developed continent and on current trends most African countries are not on track to meet the Millennium Development Goals by the target date of 2015. In this regard, African governments have committed themselves to initiatives to help tackle the various challenges including through the New Partnership for Africa's Development (NEPAD). Similarly, the international community is supporting Africa's development effort including debt relief, official development assistance and enabling better use of trade opportunities in several areas.

Trade is universally accepted to be an engine of growth. However, for African countries to reap these benefits they need to know the opportunities that exist in the international trading system, how to use them and how to overcome the critical constraints preventing their full utilisation. In this regard, African countries need: to seek development outcomes such as increased export opportunities and improved market access in on-going trade negotiations; to integrate their small, fragmented economies to enable the deepening of supply capacities and diversification of trade; and to integrate trade into regionally coherent national development strategies.

Despite the best efforts of African countries including structural adjustment programmes involving trade liberalization, deregulation and privatization, they have not achieved sustained growth and economic transformation. Moreover, they continue to face challenges in addressing gender concerns and ensuring environmental sustainability. It has therefore become quite clear that they do not have the critical mass of institutional and human capacities required to bring about the desired trade outcomes. This deficiency, to be discussed in greater detail below relates to limited capabilities to undertake trade policy analysis at institutional levels and the relatively small number of African officials able to carry out such analysis and use them to negotiate desired trade outcomes. Given the increasing complexity of the international trading system and the associated multilateral and bilateral trade negotiations, concerted efforts are needed to assist African countries undertake technical analysis of the policy options and ensure they are coherent with national development strategies.

### **1.2 Africa's Trade Challenges**

Some features of Africa's continued poor trade performance include continued dependence on agricultural commodities and lack of diversified production structures; unstable and low export prices and revenues; supply-side constraints and lack of competitiveness; inadequate trade support services; poor trade facilitation; poor policies; inadequate coordination of policies at national, sub-regional and regional levels; and marginalization in world trade governance processes. In addition to these structural problems, African countries also have to contend with costly and highly technical demands of an increasing number of trade negotiations at the WTO as well as at the regional and bilateral levels.

Most African countries have to overcome several trade challenges however, it is policies arising from global, regional and national processes that define the landscape in which trade can successfully take place. To ensure this, first and most importantly, economic policymaking involving finance, production and infrastructure should be fully supportive of external trade. In other words, trade should be integrated into national development strategies. Secondly, it would be important to continue to improve the collective ability and skill of African countries to negotiate better outcomes in international trade agreements. Doing this would require building up the absolute numbers of trained personnel from across the board to back-stop trade policymaking and ensure institutional continuity. Thirdly, African countries would need to be able to implement trade rules and obligations arising from international trade agreements.

These trade challenges facing African countries can be met in a number of ways most notably through capacity building and institutional development. First, it would be necessary to continue raising awareness about the potential benefits and --of an active and well-informed participation in the international trading system. Secondly, relevant stakeholders (such as pan-African institutions, regional economic communities, governments, the private sector, civil society, potential women traders, universities and other learning centres on trade in Africa, and researchers) need training and capacity building programmes to appreciate their possible roles as well as the requirements for implementing global trade rules.

Such capacity building would also enhance the ability of relevant officials at the regional, sub-regional and national levels to integrate trade rules into national development strategies and regional integration programmes while also improving the skills of African negotiators of international trade agreements. These needs informed the establishment of the African Trade Policy Centre.

### **1.3 The African Trade Policy Centre**

The African Trade Policy Centre (ATPC) was created by the ECA in June 2003. The Centre, which is based in the ECA Headquarters in Addis Ababa, was set-up with the financial support of the Canadian Government through the Canada Fund for Africa. The Centre has also received support from UNDP and the Government of Denmark.

The main objective of the Centre at the time of its establishment was to strengthen the human and institutional capacities of African Governments to formulate and implement sound trade policies and participate more effectively in trade negotiations at the bilateral, regional and multilateral levels. This first phase of the project also supported and facilitated the involvement of other relevant stakeholders such as the private sector, civil society, and academia in research, training, information dissemination and advisory services to build consensus and achieve inclusive outcomes.

#### **1.3.1 ATPC I Achievements**

Some of the results achieved in the first phase of ATPC include:

- ***Enhanced African capacity to develop technical trade proposals.*** This arose from the improved participation, understanding and confidence of trained negotiators and increased understanding of ATPC research. This was attested to by several letters from the African WTO Group in Geneva and confirmed to the Evaluation Team.
- ***Increased understanding of the important role of trade in development.*** Active information dissemination, training and advisory services enabled all African countries and RECs to seek means of better integrating trade into their development strategies. This was attested to by participant evaluation following several ATPC activities including the Expert Group meeting on mainstreaming trade into National Development Strategies which took place in Casablanca, Morocco in May 2006.
- ***Increased coordination and harmonization of regional and sub-regional trade positions.*** Some examples of common trade positions which the ATPC helped to formulate include the Tunis Roadmap, the Cairo Declaration and Roadmap, and the Arusha Development Benchmarks. (The examples are specified)
- ***Increased credibility and influence*** – ATPC’s contribution to trade-capacity building in Africa has been increasingly recognized. It hosted the 2006 Global Trade Analysis Project (GTAP) Global Trade Conference and has developed partnerships with other key stakeholders in the area of trade. (A concrete example is already given)

An external evaluation of the ATPC commissioned in 2007 concluded that:

*“ATPC has, since its inception, proved its relevance, efficiency and ability to respond in a timely manner in assisting African countries to build capacity in trade-related issues. Stakeholders adjudge the Centre to be effective in undertaking activities related to its service lines, especially in research, training and dissemination of its products. In spite of its limited human and financial resources, ATPC has been able to achieve its objective to respond to the capacity constraints of African trade negotiators at multilateral negotiations. A direct positive result of this development is the fact that African trade negotiators are increasingly involved in discussions on substantive issues in WTO and EPAs negotiations”.*

### **1.3.2 Constraining Factors and Lessons Learned**

A number of constraining factors and lessons were also identified during the evaluation (See Box 1). Some key elements are discussed below.

The main constraining factor as identified by the evaluation of ATPC I was the difficulty to find quantitative indicators to measure ATPC’s overall impact. For instance, some outputs in trade performance could not be attributed to ATPC alone especially where other trade related capacity building projects are also supporting the same stakeholders. The Centre also lacked the requisite human resources to meet the increasing demand for its services from African capitals, RECs, and negotiators in Geneva and Brussels.

It was felt that there was need to find a balance between the limited capacity and resources of the Centre with meeting demands from individual states. Since it is not conceivable that ATPC can service requests from all African countries, it was felt that a regional and sub-regional approach to providing advisory services might give better value for money.

The evaluation revealed that ATPC's partnerships have enabled it to leverage its limited resources to deliver on its extensive activities. It was also clear however that since many of its partners do not deal exclusively on African issues and have other constituencies, they might not be able to take Africa specific perspectives. This is not the case for ATPC whose African constituency is clear.

#### **Box 1**

One of the main objectives of the evaluation of the first phase of ATPC was to identify key lessons drawn from its implementation with the view to improving the relevance and performance of the second phase of the project. To that end, the evaluation exercise underscored the need for the following actions:

- **Incorporating the regional dimension more in ATPC's work;**
- **Putting more resources at ATPC's disposal;**
- **Developing quantitative indicators to measure ATPC's impact;**
- **Broadening ATPC's research scope and incorporating cross cutting issues in its activities;**
- **Providing more specialized training to various stakeholders and creating Trade Policy Units in RECs;**
- **Enhancing links between Geneva and Brussels based negotiators and African capitals;**
- **Assisting African countries translate international trade agreements into domestic legislation; and**
- **Exploring a wide range of options to ensure ATPC's sustainability.**

### **1.3.3 Recommendations of Evaluation**

The evaluation made a number of recommendations regarding the Centre which are clustered as follows:

#### ***Deepening of Service Lines***

It was felt that the Centre should deepen its service lines by providing more advisory services and broadening the scope of research. More advisory services would help redress the perception that the first phase was rather more focused on negotiations while research is needed to cover a wider range of trade related sectors and cross-cutting themes related to the relationship between trade on one hand and poverty, environment and gender on the other. It was also felt that the training programmes of the Centre should continue to be linked to research findings and place emphasis on the building of institutional capacities at national and REC level.

#### ***Strategic Approach to Increase Impact and Outreach***

Since the Centre could not conceivably serve all fifty-three African countries in a focused and dedicated manner, it was recommended that to increase ATPC's strategic impact, it should work with RECs and existing agencies and research institutions in delivering various services. As well, the Centre should continue partnering with other institutions undertaking trade programmes to ensure ownership, build synergies and avoid duplication of efforts.



Such partnerships should involve intergovernmental bodies like the AU, AfDB, UNDP, UNCTAD, ITC, WTO, ACP and Commonwealth; research bodies like the AERC, South Centre, as well as the private sector and civil society organizations. (The list of abbreviations is provided at the beginning of the text)

### ***Ensuring Sustainability of Outcomes***

The successes and positive impact recorded by ATPC in the first phase should be maintained to keep the current high visibility of the Centre. While the commitment and good gesture of the Canadian Government and other donors in funding the Centre were well appreciated, an all-inclusive strategy was recommended to encourage more donors, foundations and partners to come on board and provide financial assistance that would enable the Centre to meet its major challenges in the next phase. It was felt at the same time that ATPC should assist member states and RECs in translating international trade agreements into domestic legislation if the outcomes of its work were to be sustained. This for instance would require building the capacity of parliaments and supporting countries to revise domestic trade laws. It was also suggested that in addition to financial sustainability, an effort should be made to utilise a train-the-trainers approach to deepen institutional and human capacities in the area of trade.

### **1.3.4 Rationale for Phase II**

Africa's continued development challenge and its desire to benefit from increased trade opportunities underscores the need for focused and continued efforts to support these aspirations. African countries are undertaking efforts to participate in global and regional trade negotiations to ensure adopted trade rules promote development and to increase their global market share. They recognize that regional integration and domestic action to build supply capacities and attract foreign direct investment are key to their success. At the same time, the international community has provided support for Africa's efforts including through ATPC I, which is now coming to an end. Given the impact of ATPC I, increasing demand for its services and expectations of continued and broadened support, it is proposed to undertake a second phase of the ATPC Project (ATPC II).

The rationale for ATPC II includes:

- **Promoting Regional Integration** – Studies have shown that countries, which have successfully used the opportunities of international trade built their trading capacity on a regional base. A key challenge for the ATPC therefore is to continue to help African RECs and their member countries to develop policies and programmes to increase intra-African trade and bring concerns of various trade constituencies including gender, environment, business, and trade unions into the forefront of regional trade activities.
- **Working in Collaboration with RECs and African Trade Organizations** – Promoting regional integration is one of the major priorities of the African Union and the ECA. Phase II of ATPC will therefore need to pay attention to supporting the African regional integration agenda, which will involve working closely to strengthen institutional capacity in RECs and other regional institutions interested in trade capacity building such as TRAPCA, OATUU, and AERC to promote harmonization and coordination of regional and sub-regional trade policies

- **Coping with Increasing Scope and Complexity** – In view of the increasing number of regional and bilateral trade agreements (RBTAAs) and the range of issues now included in trade negotiations, the ATPC needs to give more coverage to services, trade facilitation, intellectual property, sanitary and phyto-sanitary barriers, trade and environment, technical barriers to trade.
- **Overcoming Capacity Constraints** – In spite of the high number of people trained by ATPC, there is continuing need to develop trade-related capacity in Africa due in part to the initial low skills base and also the internal and external brain drain of trained officials. It is essential therefore to further develop the train-the-trainers approach at the regional level for cost effectiveness and to enable institutional continuity and deeper integration.

## 1.4 Potential Donor Synergy

The donor community has in the recent past scaled-up its emphasis on supporting Africa, especially with regard to achieving the Millennium Development Goals (MDGs) including the reduction of poverty. Millennium Development Goal 8 in particular calls for the further development of an “*open trading and financial system that is rule-based, predictable and non-discriminatory*”.

On its part, the Group of Eight (G8) has focused on “*issues of importance to Africa*” since the late 1990s with a notable emphasis on trade. For instance in their Africa Action Plan adopted in Kananaskis in 2002, G8 leaders pledged to increase “*funding and improve the quality of support for trade-related technical assistance and capacity-building in Africa*”; to assist “*regional organizations in their efforts to integrate trade policy into member country development plans*”; and to provide “*technical assistance to help African countries engage in international negotiations, and in standard-setting systems*”.

At their 2005 Summit in Gleneagles, G8 leaders not only reiterated their commitment to help Africa overcome its challenges but also pledged to assist developing countries “*build the physical, human and institutional capacity to trade*”. They also issued a separate statement on trade to underscore the importance of bringing the Doha Development Round to a successful conclusion. Similarly, at its Heiligendamm Summit in 2007, the G8 re-affirmed that “*Trade is a key engine of growth for Africa*” and that it “*will assist countries’ efforts to integrate trade into their growth and poverty reduction strategies.*”

The Paris Declaration on Aid Effectiveness which was adopted in 2005 with the objective of scaling up for more effective aid, established the principles of ownership, harmonization, alignment, results and mutual accountability as guiding principles for managing donor assistance. With this in mind, efforts were made to widen and broaden the partnership base of ATPC especially with regard to the second phase of the project from 2007-2012. This was done by means of a Partnership Roundtable jointly hosted by ECA and the Government of Canada through the Canadian Embassy in Ethiopia. Donor ambassadors accredited to Ethiopia as well as representatives of the EU, DFID, USAID, CIDA, CFA, GTZ, AfDB, UNDP and the Organization of African Trade Union Unity (OATUU) participated in the Roundtable. This was followed up by a similar event in Geneva targeted at Permanent

Missions of donor countries as well as other key trade-related institutions like the WTO, ITC, UNDP. These efforts need to be continued and enhanced in close collaboration with CIDA in order to increase and diversify the resources of ATPC. ( This issue is discussed in Section 4.6 below).

As elaborated in the articulation of its niche and comparative advantages in Section 2.2 below, ATPC provides an opportunity for official donors to act on this pledge compared to existing donor supported initiatives like the Integrated Framework for Least Developed Countries (IF), the International Trade Centre's (ITC) Programme for Building African Capacity for Trade (PACT II), the Trade Policy Training Centre for Africa (TRAPCA), and the UNDP's project on trade capacity building in sub-Saharan Africa.

## **1.5 Benefits and Rationale for CIDA and Beneficiaries**

### **1.5.1 Benefits to Canada**

There are benefits to Canada from the ATPC II project because:

- i) Growth in Africa through trade will contribute to reducing aid dependence, thus reducing the long run pressure on Canadian resources for international cooperation.
- ii) Similarly, the conclusion of mutually beneficial trade agreements and creation of a more favorable, rule-based African trading environment will subsequently expand Canadian investment and trade opportunities with Africa. Moreover, Canadian exporters and business enterprises will benefit from the wider markets created by regional integration in Africa.
- iii) Greater African capacity to conclude and implement trade agreements will reduce the likelihood of future trade friction, which will benefit other trading partners, including Canada.
- iv) In addition, improved awareness of trade opportunities will enable more African countries to utilize duty-free and quota free market access for their exports to developed countries like Canada and consumers in these countries will benefit directly from the resulting lower prices and more variety of goods and services.

### **1.5.2 Benefits to African RECs and their Member States**

ATPC's work is expected to benefit African RECs and their member States in the following ways:

- i. A more effective and equitable African participation in international trade will promote sustainable economic growth and poverty reduction. This will enable better utilization of the opportunities arising from global and regional integration.

- ii. Strengthened institutional capacities of Regional Economic Communities, their member States and trade-related institutions. The improved policy and regulatory capacities of the concerned RECs and countries will enable them to meet the legislative and administrative requirements for complying with international trade rules and to benefit from their flexibilities
- iii. Better integration of trade into development strategies of RECs and their member States especially the identification of policies to diversify production, build export supply capacities and adjust to the economic impact of trade liberalization
- iv. An improvement in skills of negotiators from African RECs and their member states to better undertake and utilise impact analysis studies to obtain more development-friendly outcomes that increase market access, promote exports, expand productivity and accelerate competition and the use of new technologies.
- v. Accelerated regional integration programmes. Africa's 53 countries are confronted with a large number of common development problems and need to dialogue on cross-border issues and share information and experiences. The project promotes the vision of regional integration envisaged in the establishment of the African Union and adoption of NEPAD.

### **1.5.3 Rationale for CIDA Participation**

The rationale for CIDA contribution to the ATPC II project is based on the following factors.

- i. Canada supports trade-led economic development approaches such as ATPC II which fits into its Official Development Assistance (ODA). . ATPC II promotes CIDA's objectives as contained in its Pan-Africa Framework, which identifies economic development concerning "regional and pan-African integration including trade and trade relations" as one of its three core themes.
- ii. The project fits into CIDA's vision of a united and integrated Africa where peace, security and sustainable development are encouraged, and where different regions cooperate on issues of common concern. ATPC II involves a sustainable capacity building at the level of Regional Economic Communities (RECs) to sustain the transfer of knowledge to the countries. This accords with CIDA's view that development solutions for Africa must come from within the continent and its approach of strengthening African institutions, organizations and networks, and assist them in developing joint solutions to common problems. .
- iii. ATPC II is consistent with the vision statement of CIDA's Pan Africa Programming Framework 2002-2011: "An effective network of African and multilateral institutions and organizations, supported by international initiatives, providing leadership at the continental level to reflect on challenges to be met, to

design solutions and to marshal the resources and support required for their implementation”.

- iv. ATPC II will promote links between trade and gender and trade and environment which conforms with CIDA’s policies on Gender Equality and Environmental Sustainability. In addition, the project will have a strong participatory orientation to effectively engage civil society, especially gender-based organizations, in order to develop locally owned priorities.
- v. The fact that the programme will have an African-based Advisory Board (see Section 4.4 below) will help ensure African ownership of the programme and its objectives, which is one of the pillars of CIDA policy. The project design and implementation of ATPC II will be based on other key principles of aid effectiveness such as improved donor coordination; stronger partnerships in Africa; and a results-based approach, (see Section III below) with improved monitoring and evaluation.

## **Section II: Strategy of ATPC II**

### **2.1 Vision for ATPC II**

The vision envisaged for ATPC II is for it to help African countries to be better able to use trade as an engine of development. This is in recognition of the fact that Africa is the least developed continent and there is ample evidence from the emerging economies that utilising the advantages of international trade is a key ingredient in the mix in the search for sustainable development. Moreover, the project is about empowering African countries to set their trade agenda instead of being reactive or having it imposed on them from outside.

The project will help African Regional Economic Communities and their member States to better integrate trade into their development strategies especially : 1) the identification of policies to diversify production, build export supply capacities and adjust to the economic impact of trade liberalization; 2) improve noticeably African negotiators’ skills to better undertake and utilise impact analysis studies to obtain beneficial trade outcomes; 3) improve policy and regulatory capacities of the concerned RECs and their member states to meet the legislative and administrative requirements for complying with international trade rules and to benefit from their flexibilities; This would include helping to accelerate regional integration programmes especially those requiring increased coordination and harmonization at regional and sub-regional levels; 4) better integrate cross-cutting concerns relating to gender, environment and HIV/AIDS into trade policy.

Africa’s regional economic communities have a key role to play in the development of the continent due to the political commitment of Africa’s leaders to regional integration as well as the growing importance of regional and bilateral trade agreements. Given this reality as well as the fact that it is neither efficient nor cost effective for ATPC to be working directly with all 53 African countries, the strategic orientation of ATPC II will factor in and benefit from the existence of regional and sub-regional groupings like the AU and RECS. There

would also be substantial economies of scale derived from working with and through RECs to deliver services to African countries and trade constituencies.

At the policy level, trade policies would need to be an integral and fully consistent part of national development strategies which in turn have to be regionally coherent to reflect Africa's political desire for regional integration to overcome the effects of its small fragmented economies. Similarly, African countries and their RECs have to be better able to negotiate trade agreements which form the rules of the international trading system. Additionally, it is also important that they have the capacity to translate the outcome of global and regional trade outcomes into consistent regional and national legislation.

## **2.2. ATPC Niche and Comparative Advantage**

Since there are many actors involved in the area of international trade ATPC would have to sharpen its niche and maintain its comparative advantages. Its niche is that promoting the use of trade policy in support of development and regional integration. In other words, in contrast with the International Trade Centre (ITC) for instance, ATPC will not be involved in a work programme to strengthen the capacity of private sector organizations to export goods and services. Rather it will work to put policies in place that can promote the success of such economic operators, for instance by helping RECs to negotiate more favourable rules of origin for products emanating from their respective sub-regions. This niche is also well-carved out in the sense that ATPC benefits from ECA's well-recognized mandate to work at the regional and sub-regional level. Other programmes like the IF are country specific and limited to least developed countries. This means in effect that they do not promote regional integration or address challenges that African countries face in reconciling national interests to their membership of regional economic communities.

To complement its niche in trade policy development at the regional and sub-regional level, ATPC's comparative advantages include its reach, scope and convening power. This is because of its links to the ECA which is recognized by African countries and their leaders as one of the three major pan-African institutions, the other being the African Union (AU) and African Development Bank (AfDB). Accordingly, it is one of the few trade bodies that can bring all African countries and RECs into a training activity, workshop or seminar. Similarly, because of its close links to ECA, ATPC can deploy technical expertise to support trade negotiations and policymaking at short notice including for cross-cutting issues like gender and environment given the existence of the African Centre for Gender and Social Development and the African Centre for Climate Policy Studies. The Memorandum of Understanding for establishing the African Centre for Climate Policy Studies will be signed at the end of March 2008. Further, ATPC II will also benefit from ECA's Division of Food Security and Sustainable Development (FSSD), which covers the entire gamut of environmental issues.

While some other agencies can similarly deploy such expertise they may not have the credibility that ATPC enjoys of bringing an African perspective to bear on its work. Indeed, bigger institutions may not be able to respond rapidly and flexibly to urgent demands for assistance because of fixed work programmes. ECA itself is constrained by a two-year work

programme and does not have the flexibility that ATPC has to help address specific challenges as they arise.

In addition to convening power, technical expertise and credibility, ATPC derives other advantages from its close association with ECA including well-laid out human resources, operational guidelines and financial management systems which save on costs and enable transparency and accountability. However, it has a distinct work programme and is better able to respond in a flexible and innovative manner to demand driven requests. It also has a different governance structure and ECA would be just one of the partners and stakeholders that contribute to and govern the work of the Centre.

ATPC is located as a semi-autonomous entity in the Trade, Finance and Economic Development Division (TFED) of ECA. Its relationship to ECA is manifested in several ways including:

***Line of Reporting:*** The ATPC Coordinator reports to the Director, TFED who in turn reports directly to the Executive Secretary of ECA. This enables the Centre to benefit from the authority of the Executive Secretary and also smoothens the collaboration between ATPC and other Divisions when required for joint delivery of an activity.

***Use of UN management practices and rules:*** The ECA is subject to UN management practices and rules (see section 4.5) and as a field project, ATPC has to use these same processes. This not only enables ATPC to save on resources that would be required to set up and administer its own separate management processes but ensures that the Centre is operated along the lines of globally accepted standards.

***Relationship with TFED:*** The ATPC has a direct relationship with TFED in the sense that it can easily draw on the resources of the Division to overcome human capacity constraints. Its relationship is distinct in the sense that their work programmes and resources are separate and distinct. TFED's work programme is determined by the UN General Assembly on a biennial basis, while ATPC's work programme is determined by its Advisory Board. For example, if a REC requests for a study that is not in the TFED work programme, the request would be directed to ATPC since its work programme makes provision for studies to be undertaken on behalf of RECs. ATPC may not have the expertise or manpower required to carry out the task and will then draw upon the staff resources to be provided to it by ECA rather than hiring consultants.

***Relationship with other ECA Divisions and Centres:*** By virtue of being a project of ECA, the Centre will also benefit from a close relationship with other ECA Divisions/Centres especially in terms of service delivery in cross-cutting themes like gender, environment and HIV/AIDS. For instance the African Centre for Gender and Social Development (ACGS) is highly regarded in the area of gender analysis and mainstreaming and will be working closely with ATPC to actualize the work programme on trade and gender as well as on trade and HIV/AIDS. Similarly, ATPC II will work with ECA's Division of Food Security and Sustainable Development (FSSD), which covers the entire gamut of environmental issues and its soon to be established African Centre for Climate Policy Studies.

ATPC's relationship with these other Divisions/Centres also involves joint conceptualization and co-implementation of its work programme on cross-cutting issues. This will save on costs of hiring consultants and also enable ATPC to tap into the existing networks of these other Divisions/Centres in building its own network of stakeholders. The resources available for implementing cross-cutting issues will however not be transferred to these Divisions but kept under the ATPC budget and used to support jointly determined programme activities.

***Relationship with ECA's partners:*** ATPC will continue to benefit from ECA's partnerships with the African Union and African Regional Economic Communities. Its ability to work closely with these bodies derives from their close working relationship with ECA as manifested in the joint implementation of activities. For instance, ECA and AU will be holding in 2008 a joint meeting of Ministers of Finance, Planning and Economic Development with trade/regional integration as items on the agenda. Any decisions or requests of the Ministers in the area of trade and regional integration can therefore be referred to ATPC, which establishes its direct links with government stakeholders.

***ATPC and ECA Regular Programmes:*** ATPC is distinct from ECA mainly in the fact that it is a field project which means that its budget and work programme are determined separately from the regular ECA budget approved by the UN General Assembly. Moreover, as a field project, ATPC has more flexibility and ability to respond rapidly in programme delivery and can focus directly on trade and its cross-cutting activities. ATPC enables greater operationalization of ECA activities in sense of being able to provide deeper the scope of technical assistance to RECs and other agencies.

(See above)ATPC's niche and comparative advantages set it clearly apart from other institutions engaged in trade capacity building especially the Integrated Framework (IF), United Nations Development Programme (UNDP) project on Trade Capacity Building in Sub-Saharan Africa, the Trade Policy Training Centre in Africa (TRAPCA) and International Trade Centre's Programme for Building Africa's Capacity for Trade (PACT II).

The Integrated Framework (IF) for Trade Related Technical Assistance to Least Developed Countries is supported by the IMF, ITC, UNDP, UNCTAD, World Bank and WTO and focused on the least developed countries and emphasizes country ownership. It also aims to coordinate country-level assistance to LDCs to build their supply side capacities to engage in trade. Accordingly, IF does not have an exclusively African focus nor does it take a regional or sub-regional perspective in its work.

The IF's niche is therefore distinct from that of ATPC but there is scope for both projects to work together in the sense that efforts to mainstream trade into national development strategies must start at the policy level. There is also an increasingly regional dimension in trade negotiations which affect market access for African LDCs and the economies of scale they need to produce competitively. Moreover, RECs consist of LDCs and non-LDCs and their negotiating positions with other groups must take account of this reality. The importance of this distinction became glaring during the recent negotiations of EPAs with the EU because as the deadline to reach an agreement approached, LDCs did not face any pressure to sign because they could benefit from Everything But Arms (EBA) provisions



whereas non-LDCs in the same region had to sign interim agreements or refuse to sign all together.

The IF and ATPC could therefore continue to work together to undertake research and training that will assist LDCs in mainstreaming trade into their national development strategies. This was done during ATPC I when representatives of agencies in IF made presentations on the Enhanced IF at an ATPC activity on mainstreaming trade into national development strategies which took place in Casablanca, Morocco in 2006.

The UNDP also has a project for trade capacity building in Sub-Saharan Africa whose principal aim is to foster close linkages between trade expansion and poverty reduction efforts. This programme is run in partnership with other agencies including the Economic Commission for Africa, the African Union, the United Nations Conference on Trade and Development (UNCTAD), African Economic Research Consortium (AERC), and civil society organizations like Third World Network Africa. This project recognizes UNDP's primary role as a funding agency and the importance of partnership in delivering trade related technical assistance. In this regard, the project recognizes the key role that ECA can play as an executing agency through reinforcing negotiating capacities of African trade policymakers; enabling the active participation of NGOs, private sector, academicians and parliamentarians in trade policy-making; and promoting more evidence-based trade policy making through applied research. ECA has played this role through the ATPC which has collaborated closely with UNDP in delivery of activities such as joint research and training activities as well as participation in the governance of each other's projects.

The UNDP project is however focused on Sub-Saharan Africa and when activities have been jointly organized, ATPC has had to ensure the participation of North African countries as well as representatives of the African Group in trade negotiation centres like Geneva and Brussels. Moreover, while the UNDP has a broad national reach, it is not organized to function at the regional and sub-regional level whereas ATPC is better able to do so through the convening power of the ECA. The UNDP project is also multi-faceted in the sense that it goes beyond trade policy issues to cover elements related to improving supply side capacities.

The Trade Policy Training Centre in Africa (TRAPCA) is another key player in trade-related capacity building on the continent. It was jointly established by the East and Southern Africa Management Institute and the University of Lund, Sweden and supported by the Swedish International Development Agency (SIDA). TRAPCA is a training institution focused on building trade policy skills for African LDCs through short courses and an Executive Masters Programme. TRAPCA's niche is therefore distinct from the ATPC in the sense that in addition to providing specific short-term training workshops and seminars involving all African RECs and their member States, ATPC will carry out institutional capacity building, as well as activities relating to research, information dissemination, consensus building, creating partnerships, and mainstreaming cross-cutting issues like HIV/AIDS, gender and environment. Moreover, given its base in a sub-regional training institution, TRAPCA does not have the continental perspective or convening power of ATPC and cannot reap the economies of scale that derive from ATPC training activities.

There is nevertheless very good scope for collaboration between ATPC and TRAPCA in several areas. In addition to sharing its research findings with TRAPCA to support its training courses, ATPC can involve TRAPCA in its own wider training activities for mutual benefit. Moreover, TRAPCA and ATPC could share a database of resource persons and participants as part of the ATPC objective of building an African Knowledge Management Network in the area of trade. ATPC could also draw on TRAPCA for some of its trade fellows.

The International Trade Centre's PACT II project is different from ATPC II in the sense that the first of these two projects supported by CIDA is focused on strengthening the capacity of relevant regional and national institutions to enhance the export competitiveness, market linkages and export revenues of African SMEs in high-potential sectors. ATPC works to achieve trade policies that will create an enabling environment for the economic operators being helped by PACT II. The proposed relationship between ATPC II and PACT II is captured in Box 2.

#### **Box 2: Strengthening Collaboration between ATPC II and PACT II**

The growing collaboration between ATPC and PACT is an example of how these two CIDA funded projects complement each another. The intention is to provide a basis from which policy creates an enabling environment for economic operators while at the same time ensuring that their interests and concerns are taken into account in the process of policy development and implementation. To this end, both projects have agreed that ATPC and PACT:

1. Should each serve on the other's governing body;
2. Undertake joint programming missions to the RECs in which they are involved;
3. Coordinate their training and capacity building activities at the level of RECs;
4. Share information on how best RECs could benefit from their respective comparative advantages. (For instance, in developing its work programme for ECCAS and COMESA, PACT II would inform ATPC II of relevant issues on which the RECs could benefit from the Centre's competence);
5. Share experiences and lessons learned on mainstreaming gender and environment into trade issues;
6. Facilitate the coordination of activities between private sector and trade units in RECs;
7. Develop joint fund raising strategies; and
8. ATPC II will also host the PACT II office in Africa

### **2.3 Strategic Orientation of ATPC II**

Given its niche at the regional and sub-regional level as well as its comparative strength in the domain of trade policy, the new strategic orientation of ATPC would be to work in partnership with RECs to enable African countries, trade-related institutions, groupings with trade related concerns like gender communities, business enterprises, trade unions, and individuals to derive development benefits from well-articulated and consistent trade policies. It will also entail integrating cross-cutting issues like gender and environmental concerns into trade policy processes at regional and sub-regional level.

While the previous approach of delivering technical assistance such as undertaking impact assessment studies for individual African countries has achieved positive results, the Centre's overall strategy will shift and involve pan-African institutions and sub-regional bodies in the

process of trade policy formulation in Africa. This would enable sustainability and strengthening of institutional capacities.

The rationale for a regional approach in addressing Africa's trade related problems is compelling. First, regional integration arrangements can help African countries overcome constraints arising from small domestic markets – allowing them to reap the benefits of scale economies, stronger competition, and more domestic and foreign investment. Second, the small size of African countries makes cooperation in international negotiations an attractive option achievable through regional integration arrangements. In essence, cooperation can increase countries' bargaining power and visibility.

Therefore, RECs are central to the continent's quest for robust, self-sustaining economic growth and development, since they are at the forefront of regional integration in Africa. They are also increasingly involved in negotiating regional trade agreements such as the Economic Partnership Agreements with the European Union and Free Trade Agreements with other regions. The regional dimension of ATPC's work will therefore be reflected in a greater focus on building the capacity of RECs

While ATPCs collaboration and partnership with RECs should eventually cover all the sub-regions recognized by the AU, it would start with the establishment of Trade Policy Units (TPUs) in designated RECs, viz; the Economic Community of West African States (ECOWAS), East African Community (EAC), and Southern African Development Community (SADC) (See Box 2). The choice of these three RECs has been predicated on the fact that the African Union is in the process of rationalizing RECs and they are part of the eight recognized so far. Moreover, it would be useful to start the three TPUs as pilot projects in order not to stretch activities too thin on the ground and also to have the benefit of experience which can be used to widen the scope of coverage. The choice made is also based on the preparedness of these RECs, their clear regional delineation, and ability to develop the required capacities. Based on the results of the TPU pilots and disposition of RECs concerned it is intended to extend the concept to the Central and North African regions by the third year of the project.

Preliminary assessments of the trade-related capacity needs of these three RECs have been undertaken. The assessments were undertaken by teams of ATPC staff and consultants, and involved field missions to the concerned RECs where the views of senior management as well as technical staff were obtained on their capacity building requirements for formulating trade policies and mainstreaming trade in sub regional and national development strategies; and for effective participation in bilateral, sub-regional, regional and multilateral trade negotiations.

In addition to institutional capacity building of RECs, ATPC will continue to provide demand based capacity building to African countries, especially those that have peculiar or specific needs tied to their regional integration agenda or on the impact of trade negotiation outcomes. For instance, a country belonging to overlapping RECs and wanting to rationalize its membership of such bodies should be able to approach ATPC for technical support and research that would guide its decision-making. Moreover, the regional approach of supporting the African Group in key negotiating Centres like Geneva or

Brussels where African countries negotiate as one group or under the auspices of different RECs will be maintained. The activities of the Centre will help consensus building at sub-regional and continental level through training that will facilitate understanding of issues. Emphasis will therefore continue to be placed on enhancing the capacity of officials in capitals and negotiating centres to help build consensus.

Furthermore, ATPC II will target actors in the private sector, trade unions, women's business organizations, journalists, and parliamentarians amongst others in its trade capacity building activities. In this regard, the Centre will ensure these stakeholders partake in trade policy dialogue in order to build a constituency for trade and thereby improve the quality of trade policies adopted by African countries and RECs.

## **2.4 Pillars of ATPC II Strategy**

The strategic orientation of ATPC II will rest on three pillars which are (1) providing fully integrated trade capacity building for RECs as institutions; (2) providing comprehensive capacity building for trade constituencies; and (3) mainstreaming cross-cutting items in trade policy analysis and implementation.

### ***Pillar 1: Providing Fully Integrated Trade Capacity Building for RECs***

This is a key pillar in the sense that it reflects the increased priority that ATPC will give to promoting the regional dimension of trade capacity development. As mentioned earlier, ATPC has undertaken needs assessment studies for EAC, ECOWAS and SADC to ensure that its capacity building activities are demand driven. The assessments revealed that these RECs generally require assistance in strengthening their ability to undertake trade policy analysis, engage effectively at international trade negotiations; and keep abreast of emerging trade issues. In concrete terms, Trade Policy Units (TPUs) will be created in each of these RECs to build institutional capacities in these areas. This will entail training of staff, the provision of equipment such as software and hardware, and operational systems. It is envisaged that this combination of activities will culminate in RECs having the personnel and tools capable of responding to their own needs as well as to demands from member countries. In addition, (TPUs) will work with gender units in the RECs on issues of trade and gender. The envisaged relationship between the ATPC, RECs and TPUs is contained in Box 3.

### **Box 3: Relationship between ATPC, RECs and Trade Policy Units**

The collaboration with RECs will be based on a two-pronged approach. The first element will place emphasis on creating sustainable institutional capacity in African RECs to use the tools and methodologies of trade policy analysis with the view to enabling them undertake studies and impact analysis of trade policy proposals. This would entail the establishment of Trade Policy Units (TPUs) that will be strengthened overtime to undertake this type of technical work by themselves. At the same time that it is helping RECs to establish TPUs, the ATPC will also work with and through the TPUs to deliver services at the sub-regional level and to respond to sub-regional requests as they arise. It is anticipated, moreover that through its evolving relationship with TPUs the ATPC will become a hub or platform through which TPUs engage with each other at the continental level to harmonize policies and share experiences and best practices.

ATPC II activities will be targeted at RECs, member states and their trade constituencies including women's groups and opinion makers. Overall, the Centre will conduct many more training exercises than it did in its first phase. For instance, over the life of the project, staff of EAC, ECOWAS and SADC will each receive training on various trade related issues including trade policy analysis; WTO negotiations; Economic Partnership Agreements; mainstreaming trade into national development strategies; and mainstreaming gender and environmental concerns into trade policy. These training exercises will as in the past be preceded by relevant studies and linked to information dissemination and consensus building activities undertaken in partnership with other trade capacity building initiatives. Specific details of the topics to be covered, the dates and methodology of the training will be jointly agreed by ATPC and the concerned RECs during programming missions to the RECs Secretariats

These training activities constitute an integral part of the capacity building programme for the RECs and the TPUs will work with ATPC to serve other trade-related..sub-regional groupings, country officials and constituents. In essence, therefore, ATPC and the RECs will be working collaboratively to jointly conduct activities across all service lines to country officials at the sub-regional level. This will demonstrate the partnership between ATPC and the concerned RECs and strengthen the capacity of the RECs to organize such activities for their member states over time. Over the 5 years of ATPC II, joint activities will be organized in EAC, ECOWAS, and SADC. Ultimately, it is envisaged that RECs representing the five sub-regions in Africa would be actively involved in the TPU process before the end of ATPC II.

In the particular case of ECOWAS the needs assessment study indicated that it requires assistance to build its capacity to: formulate and mainstream trade into national development strategies; participate effectively in bilateral, regional and multilateral trade negotiations; strengthen its analytical skills and technical expertise necessary to engage effectively in negotiations; strengthen its analytical base; strengthen its internal organization and operational processes; and mobilize funds for its programmes and projects.

Similarly, the assessment of trade-related capacity building needs of SADC showed that it has failed to develop in-house capacity in the area of trade especially with regard to mainstreaming trade in member states national development strategies, and for effective participation in trade negotiations at the regional and multilateral levels. Moreover, SADC does not have a systematic policy of staff capacity building and relies on ad hoc external support. Specifically SADC lacks expertise in such critical areas as trade policy analysis, economic modelling of trade policy effects, and trade negotiations.

The assessment of EAC also identified areas where capacity building is required including data collection and dissemination to promote trade, keeping abreast of developments in global trade including trade and investment opportunities; and the establishment of Technical Trade Policy Units. In the past, EAC capacity building activities were provided through technical assistance such as the establishment of the WTO Reference Centre, and through financial support. EAC staff have also received limited training, mostly in the area of project management. With regard to formulating trade policies and mainstreaming trade into national development strategies, the assessment identified the capacity building needs in: training of member state officials on general trade issues, and trade negotiations skills; equipping the EAC Secretariat with both technical capacity and working tools for trade policy analysis; and attaching medium-term experts to train and work with EAC Secretariat staff members.

### ***Pillar 2: Providing Comprehensive Capacity Building for Trade Constituencies***

In addition to strengthening the institutional capacity of RECs in the area of trade, good policymaking requires that all related constituencies such as policymakers and negotiators in REC member states, private sector practitioners, trade unionists, parliamentarians, academics, journalists, gender activists and environmental activists all have the understanding and wherewithal to make inputs into regional and national trade policies. Achieving good outcomes in trade negotiations similarly requires broad based competencies and capacity to articulate and defend regional and national interests. Accordingly, African RECs and their member states would continue to need support in policymaking at different levels as well as in international trade negotiations to enable them participate effectively in the international trading system and obtain pro-development results.

Moreover, African RECs and their member States need the support and understanding of business practitioners and trade unionists in developing positions to take in trade negotiations because these are the ultimate users and beneficiaries of the outcomes of such negotiations. Similarly, if parliamentarians, academics, journalists, gender activists and environmental activists appreciate the important role of trade in regional integration and development their cumulative input will help to accelerate the pace of integration and use of trade as an engine of development. In this regard, particular attention will be paid to providing information, training, and advisory services to a wide-range of stakeholders as possible especially in collaboration with regional and sub-regional groupings like the African Union and the Trade Policy Units in the RECs. By the end of ATPC II, the noticeable improvement in policymaking and negotiations achieved in ATPC I should have been further strengthened.

### ***Pillar 3: Mainstreaming Cross-Cutting Items***

Trade policymaking in Africa will benefit from taking cross-cutting issues into account especially as they can boost the achievement of the other two pillars. Of particular importance in this regard are issues related to gender issues, environment and HIV/AIDs. For instance, factoring in gender considerations will bring the concerns of over fifty percent of the African population into trade policy making while environmental aspects will help to ensure that trade contributes to rather than detracts from sustainable development. Keeping

HIV/AIDS considerations in mind is also important because access to treatment depends to trade in medications produced outside the continent.

### ***Gender***

Gender inequality remains one of the main challenges facing African countries. These inequalities manifest themselves in various forms, ranging from women's limited access to ownership, and control of factors of production and social services, and socio-economic opportunities, to low representation in decision-making spheres. Such marginalization is even more evident in areas of trade policy and trade practices. Trade can have different impacts on women and men at country and continental levels and as a result of the multilateral trading system at global levels. ATPC II will pay more attention to gender issues in trade.

Accordingly, Gender will be systematically integrated into current and planned policies, programmes and activities of ATPC II with the view to making the Centre more gender responsive at all levels. In this regard, a gender policy and implementation framework for ATPC II will be developed, stating the Centre's commitment to gender equality and ensuring that all staff members are part of its enactment. This will build on the existing commitment of the United Nations system to mainstreaming gender perspectives across all aspects of its work. In addition to compulsory training that all UN staff have to undertake to enable them to better appreciate how to mainstream the gender perspective into all their work, the United Nations has gender sensitive policies that cut across its human resources processes such as recruitment, postings, training and welfare. In addition, the ECA houses the African Centre for Gender and Social Development which has done pioneering work across the continent on gender related issues including the creation of the African Gender Development Index, which disaggregates development data to enable the tracking of progress being made in achieving the targets set by the Beijing Platform of Action.

In terms of strategy, ATPC II will adopt a hybrid model with three parallel programming aspects:

- Adopting gender mainstreaming into the current and planned programming;
- Undertaking specific activities that improve the understanding of the important role of women in trade and highlight the constraints that they face ; and
- Working in tandem with ECA's African Centre for Gender and Social Development as well as other gender promotion institutions on the continent to undertake joint activities and with each benefiting from the comparative advantage of the other.

ATPC staff members will therefore be trained adequately to address and integrate gender issues in their work. As a start, ATPC II will avail itself of the gender training provided by CIDA's Gender Equity and African Regional Institution (GEARI), and develop with them a training structure that covers the requirements of the Centre. ATPC II will also develop a participatory monitoring system to track its progress in gender mainstreaming GEARI will provide ongoing technical assistance to the ATPC project team up to 2010 after which its role will be carried on by Gender Working Group which has an established focal point in

ATPC and this person will be liaising closely with the Director of the African Centre for Gender and Social Development based in ECA.

### ***Environment***

Environmental and natural resource degradation are common features in many African countries with potential disastrous consequences on their development prospects including in the area of trade. Indeed, environmental concerns have the potential to significantly affect trade flows. For instance, African countries are increasingly faced with the challenge of meeting environmental standards for exports to industrialized countries and therefore must build capacity to comply with such requirements. Moreover, given the heavy reliance of Africa's economies on natural resources, expanded trade including trade on second hand and polluting goods, could reduce poverty but have negative impacts on the environment. For example, substantial trade in timber, some agricultural products and fossil fuels have led to pollution of ecosystems, significant deforestation and increases in greenhouse gas emissions.

In order to forestall stagnation of progress towards benefiting from regional integration and trade as well as the attainment of MDGs especially on poverty reduction and environmental sustainability, it is important to ensure that trade and environment policies that are mutually supportive are put in place. The need for developing mutually supportive trade and environmental policies was also mandated at the World Summit on Sustainable Development (WSSD). Protecting the environment has been a major preoccupation of the United Nations for several years. This is illustrated by high-level conferences organized on the subject by the United Nations. The need for developing mutually supportive trade and environmental policies was mandated at the World Summit on Sustainable Development (WSSD). Member States, participating at this event, called on United Nations organizations to enhance their capacity to build programs on trade and environment through targeted technical assistance. Unfortunately the understanding and capacity to analyze the complex linkages between trade and environment is very limited in most African countries. This provides a basis for ECA and by extension ATPC's work on the environment. .

ATPC II will therefore continue to highlight issues of trade and environment in its capacity building activities for RECs and their member States as well as other pan-African trade constituencies. It will act as an advocate for helping Africa meet environmental standards in trade, promote trade in environmentally sustainable goods and create awareness about the complex linkages between trade and environment. ATPC II will also address gaps in information and knowledge and build a critical mass of African resources and networks on trade and environment with the purpose of enhancing the pro-active formulation of coherent trade and environment policies for poverty reduction and sustainable development.

The Centre will mainstream environment in its activities including through research, workshops and knowledge networking to create opportunities to promote peer learning, facilitate access to information and cooperation among policy makers and influencers on trade and environment. It will also examine specific issues relating to trade and environment including the options for African countries to undertake trade in environmentally sustainable goods. The third leg of work on trade and environment will involve partnering with the African Centre for Climate Policy Studies to be established by ECA and The Energy Resources Institute of India, headed by the Chairman of the Inter-Governmental Panel on



Climate Change (which won the 2007 Noble Peace Prize with former US Vice President Al Gore). Accordingly, ATPC will work closely with the new Centre just like in the case of the Gender Centre to ensure that the environmental dimension of trade is fully integrated into its work. The specific activities to be undertaken by ATPC in the area of the environment are outlined below in Section 3.4.8.2

### ***HIV/AIDS***

If Africa could gain an additional 1 percent of the global trade, it would earn \$70 billion more in exports, an amount that surpasses Africa's current total foreign aid, and dwarfs the \$15.4 billion projected for universal response to the HIV/AIDS pandemic by 2010 and the \$22.5 billion projected for 2015. Increased trade could provide the resources needed to scale-up the regional response to the pandemic, especially with regards to the procurement of essential commodities, including preventive tools, and anti retroviral drugs which are needed by African countries to stop HIV and AIDS.

The pandemic has reversed much of the progress made in Africa's fight to reduce poverty and get on track towards achieving the MDGs. More than 30 million Africans are living with the virus. Of this number, over 5 million are children under 15. The pandemic has killed millions of professionals (teachers, health workers, etc) and devastated Africa's work force. Therefore, any strategy which would be effective in strengthening trade with Africa, must also overcome HIV and AIDS. Increased trade will create new resources, jobs, and encourage innovation, research and development that address the negative impact of HIV and AIDS. It will also promote many of the strategies proposed by the AU, such as the regional procurement of pharmaceuticals and other commodities, especially where access is inhibited by licensing, patents and other intellectual property issues.

There is therefore important to fully understand the relationship between trade and HIV/AIDS in Africa because of they affect each subregions differently while the prevalence of the pandemic itself, also has subregional characteristics. ATPC II will use its location in ECA to bring issues relating to HIV/AIDs to the fore in trade-related capacity building. The Centre will use its visibility to communicate and raise awareness of its stakeholders on issues related to HIV/AIDS. It will also work within the ambit of UN policy on HIV/AIDS including the sensitization of its staff.

## **2.4 Incorporating Lessons and Recommendations of ATPC II Evaluation**

The proposals made for ATPC II took account of the recommendations made by the Evaluation Panel and the advice proffered at the last meeting of ATPC Governing Bodies. This is captured in Box 4.

<b>Box 4: Incorporating lessons learned and recommendations of ATPC I in ATPC II</b>	
<b>Lessons Learned and Recommendations from ATPC I Evaluation</b>	<b>ATPC II Response</b>
Incorporating the regional dimension more in ATPC's work to bring economies of scale to bear	The strategic orientation of ATPC II takes a regional approach to tackling Africa's trade related problems including providing fully integrated capacity building for RECs
Quantitative indicators to measure ATPC's impact	Results-based management training for ATPC II staff and continuous consultations with CIDA experts. ATPC II will also develop a Performance Measurement Framework (PMF) and a well-defined reporting template.
Broadening research scope and incorporating cross cutting issues	Studies will be undertaken and training and seminars organized on specific issues identified during evaluation including linkages between trade and poverty reduction, gender and environment, intra-African trade, and Africa's trade with emerging countries
Providing more specialized training and creating Trade Policy Units	ATPC II will assist in creating Trade Policy Units by providing staff training on trade policy analysis as well as equipment and software to RECs
Enhancing link between Geneva and Brussels based negotiators and African capitals	ATPC II will continue to provide advisory services to African negotiators based in Geneva and Brussels as well as to those in the capitals. Geneva and Brussels based negotiators will be brought together through common activities organized by ATPC
Assist African countries translate international trade agreements into domestic legislation	ATPC will provide training and advisory services to African countries, including to Parliamentarians and relevant constituencies to build capacity for translating international trade agreements into domestic legislation
Putting more resources at ATPC's disposal to broaden and deepen the impact of its work	The budget for ATPC II has been increased to take account of its new strategic orientation and the three pillars of its work.
Exploring a wide range of options to ensure ATPC's sustainability	ATPC II will develop a resource mobilization strategy/action plan in its first year of operation (2008).

## **Section III: Results Based Management**

Phase II of ATPC will continue to be guided by a results-based management approach with service delivery strengthened by paying close attention to quality and timeliness of implementation. The annual work plan will be designed to ensure that the activities of the Centre are directly linked to its approved outputs and outcomes. In addition, performance indicators would be used to continuously monitor progress towards achieving expected results as well as in evaluating the project. Baseline data to be used in measuring progress in achieving results will be compiled at the beginning of the project. A Logical Framework with specific indicators is attached as Annex I. The indicators of achievement will be tracked on a continuous basis by ATPC and the TPUs in accordance with the Performance Measurement Framework attached to this proposal.

### **3.1 Impact**

The expected impact of ATPC II is effective and more equitable African participation in international trade processes for sustainable economic growth and poverty reduction. In other words, the overall result of ATPC's work should be increased benefits accruing to Africa through a combination of its regional integration activities, better trade policy regimes and involvement of stakeholders in trade policy processes due to increased availability of knowledge and information. This result is expected over the long term and will depend on external factors and anticipated risks but remain realistic with concerted efforts. By who ?

### **3.2 Outcomes**

#### **3.2.1 Outcome I: Strengthened ability of RECs to respond to and analyse trade policy issues**

As mentioned earlier, regional integration arrangements can help African countries overcome constraints arising from small domestic markets and makes cooperation in international negotiations an attractive option since it can increase countries' bargaining power and visibility. However, RECs currently do not have adequate capacity to promote the use of trade policy to speed up regional integration. One of the outcomes expected from ATPC II would be the improved institutional capacity of RECs to use trade policy to promote regional integration. This should be brought about by a combination of fully functioning TPUs (Output I) and experiences in more technically sound decision-making (Output II).

#### **3.2.2 Outcome II: Increased recognition of importance of trade in national development**

The ability to reap gains from trade would require good policies which at the national level should be comprehensive and take account of inter-sectoral linkages. An expected outcome of ATPC II is increased recognition of the importance of trade as an engine of development through better-articulated and comprehensive regional and national trade positions (Output IV) also supported by better decision-making (Output II) improved capacities built in a fully

integrated manner (Output III). In other words, outputs from ATPC II will enable high-level policy making in Africa to factor in the important contribution of trade to development. .

### **3.2.3 Outcome III: ATPC Established as Trade Policy Hub**

By the end of ATPC II it should be a hub to which African RECs, countries, trade related institutions, academics and civil society organizations like gender and environment groups relate to and form a network for the sharing of experiences, information and best practices on the use of trade as an engine for development. This outcome will be obtained by the combined effect of fully functioning TPUs (Output I), an increase in the common positions undertaken by African RECs, member states and trade constituencies (Output IV and proper functioning of the trade knowledge management platform (Output V

## **3.3 Outputs**

It is expected that the activities of ATPC II will result in the following outputs: (1) Fully functioning Trade Policy Units in RECs (2) Informed trade decision making based on technically sound research; (3) Trade capacity of RECs built in a fully integrated manner, and (4) increased common trade positions of African RECs, member states and trade constituencies. These outputs are elaborated below.

### **3.3.1 Output I: Fully functioning Trade Policy Units in RECs**

ATPC II will help African RECs to establish Trade Policy Units (see Box II) and build their capacity to undertake technical work on trade negotiations. However, this activity has to result in the TPUs being fully functional in the sense that they have the capacity to undertake work being currently undertaken on their behalf by having the required staff, office space and equipment in place (Activity I). The TPUs will also be fully functional when they are able to undertake other activities like research, training, information dissemination and advisory services (Activities II-V) at the regional level by themselves or in partnership with ATPC. Moreover, to ensure sustainability of Trade Policy Units, it would be ensured that its staff members are regular staff of the concerned RECs or member states.

### **3.3.2 Output II: Better informed trade decision making based on technically sound research**

In order to benefit from increased trade opportunities, Africa has to make decisions that will inform positions in trade negotiations and enable the integration of trade policies into regionally coherent national development strategies. Similarly, well-informed decision-making will bring about policies to promote intra-African trade and better address emerging trade issues including ties with emerging economies like Brazil, China and India. Better informed decision-making will derive from ATPC and TPU activities like research (Activity II), training (Activity III) access to up-to-date information (Activity IV) and advisory services (Activity V). In addition, reaching consensus (Activity VI) between and within RECs as well as other trade constituencies will help better decision-making in the sense that trade policy formulation will recognize and take account of different interests.

### **3.3.3 Output III: Increased Trade capacity of RECs and member states built in a fully integrated manner**

A major shortcoming in the trade sector in Africa is that policy makers and negotiators are not fully utilizing existing trade related research techniques and findings. African countries and RECs tend to rely on other institutions and agencies for their trade policy analysis. A key output of the research, training, information dissemination, and advisory services (Activities II, III, IV & V) to be undertaken in ATPC II would be to create sustainable capacity in African RECs and their member states to undertake trade policy analysis at the sub-regional and national level and to inform trade negotiations. At the same time, the mainstreaming of gender, environment and HIV/AIDS (Activity VIII) into trade policy considerations will enable better ability to factor in these key sectoral considerations into trade policy analysis.

### **3.3.4 Output IV: Increased common trade positions of African RECs, member states and trade constituencies**

Enhanced abilities in trade policymaking and a sound trade knowledge management network will derive from the ability to achieve common trade positions amongst key trade actors and constituencies in Africa. This output will result from consensus building (Activity VI) and partnership activities (Activity VII) of ATPC, which are intended to build linkages amongst stakeholders and partners to use trade in support of African development. By having a shared understanding of how cross-cutting issues like gender, environment and HIV/AIDS relate to trade policy considerations (Activity VIII), African RECs and their member States and other trade constituencies will also be able to reach common trade positions.

### **3.3.5 Output V: Active African trade knowledge management platform**

A key output for ATPC II, is that it should house a fully functioning African trade knowledge management platform. This is an electronic space for active exchange of views, clarification of issues and sharing of experiences to form a community of practice in the area of trade policy. This output will be obtained by the combined effect of sharing research findings (Activity II), providing training (Activity III), disseminating information (Activity IV), creating partnerships (Activity VII) and mainstreaming cross-cutting constituencies into trade policy making (Activity VIII)

## **3.4 Activities**

ATPC II activities will derive from the three pillars of its work and the desired results. They will focus on: 1) setting up trade policy units; 2) trade policy research; 3) training on trade related issues, 4) information dissemination; 5) trade related advisory services; 6) building consensus on trade policy positions; 7) creating partnerships for trade and 8) Mainstreaming HIV/AIDS, gender and environment into trade policy and implementation. These different aspects will be carried out through phasing and linking of activities in the sense that all activities would not be carried out at the same time but research would precede and underpin training which would be linked to information dissemination both of which would facilitate consensus building. Moreover, in carrying out the activities, ATPC will draw on partnerships that tap on the comparative advantages of different institutions and also make

innovative use consultants and trade fellows. Above all, it will also rely on the direct contribution of ECA elaborated below under human resources.

### **3.4.1 ACTIVITY I: Set up Trade Policy Units in RECs.**

The start-up of TPUs will involve undertaking additional needs assessment that entails the articulation of specific staff configuration and requirements, work programmes and implementation plans, as well as timelines for deployment of staff and delivery of equipment. The setting up of the TPUs also requires specification of their precise relationship with the ATPC and with each other, particularly with regard to conducting staff training, determining the type of office equipment and operating systems that will be supplied by ATPC in the form of computers, printers, trade modeling software and the provisions to be made by RECs such as office space, telephone equipment, and furniture. This activity will also entail a strategy to retain trained personnel in the TPUs or ensuring that there are no capacity gaps should such a situation arise. This would include getting commitments from the respective RECs that the staff will not be deployed to other duties and ensuring that there are at least two or three staff members that benefit from each training exercise.

### **3.4.2 ACTIVITY II: Undertake Research.**

ATPC II will undertake research on a broad range of trade issues including impact studies of trade negotiations like WTO Negotiations; Free Trade Agreements including Economic Partnership Agreements with the EU; mainstreaming trade into national development strategies; mainstreaming gender in trade policy; emerging trade issues; intra-African trade; South-South trade; trade and the environment based on which it will conduct its trainings, disseminate information, undertake advisory services, and build consensus among its stakeholders.

### **3.4.3 ACTIVITY III: Promote Training on Trade Issues**

ATPC will continue to train African officials at national, sub-regional and regional levels and where appropriate with and through TPUs. Training will take account of sectoral research findings relating to WTO Negotiations; Free Trade Agreements including Economic Partnership Agreements with the EU; mainstreaming trade into national development strategies; mainstreaming gender in trade policy; emerging trade issues; intra-African trade; South-South trade; trade and the environment. It will moreover be guided by a train-the-trainers approach as specified in the section on TPUs.

### **3.4.4 ACTIVITY IV: Undertake Information Dissemination**

ATPC will continue to manage and disseminate knowledge and information on trade by maintaining the ATPC website as a knowledge platform on trade issues in Africa. The Centre will also continue to publish the “ATPC Work-in-Progress” which is a series of publications intended to make preliminary findings of research studies and workshops/seminars across various trade topics available to trade constituencies and the general public.

### **3.4.5 ACTIVITY V: Provide Advisory Services and Technical Cooperation**

The experience of the recent surge of technical assistance requests by member states has shown that while ATPC support to the formulation of common African positions has been very effective, there continues to be demand at the national level due to individual country specificity. These specificities may include overlapping membership of RECs or particular vulnerability to expected trade outcomes. For example there has been a surge in the requests for technical assistance in the recent past as the EPAs negotiations entered an uncertain phase and RECs and individual countries needed to take clear positions on specific issues. Advisory services will moreover be available to RECs and countries in regions not initially covered by TPUs.

### **3.4.6 ACTIVITY VI: Facilitate Consensus Building**

ATPC II will continue to facilitate consensus building on trade positions among African stakeholders including RECs, member states, and civil society organisations. Apart from arriving at common positions on on-going trade negotiations, it would also be important to help harmonize regional and sub-regional policies on issues of common concern. Product and environmental standards and codes are examples of areas that need consensus building among African stakeholders as they would need to be harmonized at regional and sub-regional level if African countries are to save on transactions costs and benefit from integration into wider regional and global markets.

### **3.4.7 ACTIVITY VII: Create Partnerships for Trade**

ATPC will continue to develop linkages and partnerships with other institutions working on trade issues in Africa. The need for strong partnerships is based on the realization that there are many different stakeholders working in the area of trade, each with different strengths and capabilities. This partnership will therefore take different forms. It would take the form of cooperating with some agencies like UNDP to sponsor a larger number of participants to training workshop than could otherwise be sponsored by ATPC alone. It will also entail co-organizing events with TPUs or other partners with related expertise. For instance, a workshop on mainstreaming gender considerations into trade would be co-organised with PACT II to highlight the important role of women traders and entrepreneurs. Cooperation with partners in this way means ATPC resources will leverage additional resources and have direct links to positive outputs and outcomes achieved in the area of trade. Taken together with other activities especially information dissemination and cross-cutting issues like gender, environment and HIV/AIDS, partnerships will contribute to the establishment of network of trade constituencies.

### **3.4.8 ACTIVITY VIII: Mainstream HIV/AIDS, Gender and Environment into ATPC Activities**

#### **3.4.8.1 Gender**

*Mainstreaming Gender in ATPC Activities*

ATPC II will ensure that a minimum of 30% of participants to training programmes are women (UN recommended target for increasing the proportion of women in leadership positions), and that the gender dimension of trade issues is incorporated across all its activities. For instance, where nominations from RECs and countries do not enable this target to be achieved, ATPC will set aside a fixed number of places for women to be filled from a roster of gender and trade experts from within Africa and its diaspora. The Centre will also draw on international specialists in gender and trade to help with gender issues across all its other activities such as research, information dissemination, consensus building and advisory services. In particular, ATPC will enhance its partnerships and collaboration with networks of gender and trade as sources of expertise at conferences, workshops and training, both as participants and as expert resources. Regarding the integration of gender in trade policy, ATPC II will promote the use of sex-disaggregated data and gender-based trade policy analysis and also seek to strengthen women's input in trade policy and trade review processes, training to monitor gender-differentiated impacts of trade policy, and building capacity to analyse the impacts of trade liberalization by gender.

*Elaborating Tangible Gender Specific Initiatives:*

Women's contribution to economic activity is often overlooked. For instance, informal cross-border trade is dominated by women but goes unrecorded and unrecognized in national accounts. Informal cross-border trade, if properly harnessed and supported, can change the perception of women's contribution to trade in Africa and serve as indigenous models for sustainable economic growth and poverty reduction. Demonstrating the contribution of these women would do more to raise awareness and change attitudes about gender issues within trade. To this end, ATPC, in close collaboration with ECA's African Centre for Gender and Social Development, will undertake specific activities related to trade and gender including:

- Case studies of successes (achievements) of informal cross-border traders;
- Critical review of constraints facing cross-border trade both in terms of policies and facilities. This study will examine the impact of policies in banking, customs regulations, transport and other support services on informal cross-border trade;
- Case studies on the special needs of women farmers and women traders in commodity exchanges; and
- The role of women farmers in agro-processing of food and in developing supply chains for the exporting of food products using non-exploitative and fair trade practices.

Studies on each of the above topics will be undertaken along with ECOWAS, EAC and SADC and other RECs as may be required. ATPC will organize sub-regional workshops in collaboration with ECA sub-regional offices and the concerned RECs to validate and disseminate the findings of these studies.



### **3.4.8.2 Environment**

ATPC in close collaboration with the ECA division responsible for sustainable development (The Food Security and Sustainable Development Division) , will contribute to the debate on trade and the environment by supporting research, building the analysis capacity of African officials, and enhancing the knowledge base in this area. In particular, ATPC will support studies, organize seminars, disseminated information, build consensus and create partnerships on the following issues:

- Environmental implications of global trade, with emphasis on international trade agreements;
- Linkages between environmental standards and trade barriers;
- Impact of trade liberalization on environment and environmental governance in Africa.

These activities will target and engage government policy makers and practioners, parliamentarians, other stakeholders, regional actors and other non-government actors including the private sector. The collaboration with RECs is deemed vital in building their capacity and also in undertaking the necessary follow-up activities which will render greater sustainability to project accomplishments. The expertise of other UN bodies and key research institutions with mandates and track records on trade, environment and sustainable development will be used to achieve project accomplishments.

The main objective of the project is to increase awareness, knowledge and understanding, and to build capacity among government policy makers, non-government actors, and regional actors to promote and formulate mutually supportive policies and enhance cooperation on trade and environment. This activity will contribute to the expected outcomes and outputs of ATPC II by deepening awareness among targeted actors on linkages between trade and environment. It will also lead to increased analytical capacity of RECs and member States to undertake mutually supportive trade and environment policies and facilitate networking and cooperation on trade, environment and sustainable development.

### **3.4.8.3 HIV/AIDS**

ATPC activities relating to trade and HIV/AIDS will be carried out through:

- i. Regional and continental seminars/workshops on HIV/AIDS and trade in Africa in collaboration with the RECs.
- ii. A technical report on how compulsory licensing can directly assist in accelerated treatment.
- iii. Various communication tools on the issue of trade and HIV/AIDS will be developed for training and sensitization purposes.

The direct target beneficiaries of the seminars will be officials of various African RECs and their member States, officials from Ministries of trade and health, trade negotiators, trade union associations, gender groups and private sector organizations. This activity will be

implemented with the active collaboration of other partners including the Africa Union Commission and African RECs.

## **Section IV: Project Implementation and Management**

### **4.1 Executing Agency**

As stated in Section 1.3, the African Trade Policy Centre (ATPC) is housed in the headquarters of the Economic Commission for Africa in Addis Ababa. The main objective of the Centre is to strengthen the human and institutional capacities of African Governments to formulate and implement sound trade policies and participate more effectively in trade negotiations at the bilateral, regional and multilateral levels. The executing agency is the Economic Commission for Africa whose mandate is to promote the economic and social development of African countries through international cooperation. Its strength derives from its role as the only UN agency mandated to operate at the regional and subregional levels to harness resources and bring them to bear on Africa's priorities. This comparative advantage is also reflected in ECA's leadership role in coordinating UN inter-agency support to the African Union and its NEPAD programme.

### **4.2 Partners**

As was also stated in Section 2.2, in its new strategic orientation ATPC will work at the regional and sub-regional level and partner with other stakeholders and trade-related institutions in the delivery of services. These include the African Union (AU), African Development Bank (AfDB), Regional Economic Communities (RECs), ITC, UNDP and donor organizations like CIDA.

#### **4.2.1 African Partners**

The AU, AfDB, and ECA are recognized by African Heads of State and Government as the three main pan-African institutions and have been mandated to work together to support the development and regional integration of the continent. In this regard, the ATPC will continue to work in partnership with the AU and AfDB to organize continental level activities such as studies/meetings/training workshops/seminars in order to increase trade capacity in the continent and enable better trade decision-making. ATPC will continue to collaborate with AU and AfDB to build consensus on trade issues in Africa through its contribution to servicing meetings of African Trade Ministers and its input into their outcome documents. The AU and AfDB will continue to serve on the Advisory Board of ATPC. Since the NEPAD Secretariat is being integrated into the AU Commission it will be included in ATPC's work by this means.

As indicated in Sections 2.3 and 2.4, the ATPC will be working initially with three Regional Economic Communities to establish Trade Policy Units (See Box 2). The RECs have indicated their willingness to work with ATPC through the attached letters from EAC, ECOWAS and SADC and the relationship will be formalized through Memorandums of Understanding to be signed with these RECs. As indicated in Section 3.4.1 the setting up of the TPUs will entail undertaking additional needs assessment that entails the articulation of

specific staff configuration and requirements, work programmes and implementation plans, as well as timelines for deployment of staff and delivery of equipment. The setting up of the TPUs also requires specification of their precise relationship with the ATPC and with each other, particularly with regard to conducting staff training, determining the type of office equipment and operating systems that will be supplied by ATPC in the form of computers, printers, trade modeling software and the provisions to be made by RECs such as office space, telephone equipment, and furniture.

#### **4.2.2 Other Partners**

Other key agencies that ATPC will work with include UNDP, ITC and CIDA. One key partnership that ECA has in the area of trade is with the UNDP. This partnership was formalized by the signing of a Memorandum of Understanding (MOU) between both agencies in 2004 within the context of a UNDP project on trade capacity development in sub-Saharan Africa. The MOU provides for cooperation and consultations in technical assistance activities, joint studies on selected issues, joint workshops and seminars, or technical assistance. The UNDP also serves on the Advisory Board of ATPC and will continue to do so in ATPC II. The proposed collaboration with PACT II is contained in Box I in Section 2.2 and includes serving on each other's governing boards, undertaking joint programming missions, coordinating their training and capacity building activities and sharing information on their experiences with RECs as well as on mainstreaming cross-cutting items like gender and environment into trade issues.

In addition to the rationale for CIDA's participation in the ATPC II project its role will include funding of activities, governance, and monitoring and evaluation. CIDA will fund the activities of ATPC with a contribution of \$14.7m over the five years of the project. It will also serve on the Advisory Board of the Centre and participate in providing oversight for the work of the Centre including approving its annual work programme and reviewing programme implementation. Another key role to be played by CIDA is in monitoring and evaluation. In addition to the semi-annual financial narrative to be sent to CIDA by ATPC, it will also receive an annual progress report. Moreover, CIDA will continuously monitor progress being made in the project through the Performance Measurement Framework as well as an independent evaluation to be undertaken together with ATPC.

#### **4.3 Human Resources**

The day to day running of ATPC will be undertaken by the Coordinator of the Project under the overall oversight of the Director of the Trade, Finance and Economic Development Division (TFED), of ECA who in turn reports directly to the Executive Secretary of the Commission. The Director (TFED) will report to the Advisory Board of ATPC.

In order to effectively implement ATPC II, the staffing level is set at 4 people as follows: 1 L6 – Coordinator; 1 L4 – Regional Advisor; 1 L3 - Programme Officer, and a Research Assistant. This staffing level will be complemented by support from 5 ECA staff at the following levels: 1 P5 – Senior Economic Affairs Officer; 1 P3 – Economic Affairs Officer,

and 2 Research Assistants and 1 Secretary. The duties of core ATPC staff members are attached in Annex 3 of this document.

A Research Assistant provided by ECA at its inter-regional advisory services in Geneva will continue to support ATPC activities. The ECA office in Geneva plays a key role as an interface between African Geneva-based negotiators and ATPC. Through this Office, ATPC has received requests for its services from the African Group in Geneva. The Office has also served as a channel for disseminating information and research findings to the African Group, as well as for enhancing the visibility of ATPC in Geneva.

ATPC will also introduce a Trade Fellows Scheme as part of its training activities and participants who will stay at the Centre for six months will be paid an appropriate stipend. The Trade Fellows will be recruited through UN procedures that ensure transparency. In this regard, the positions will be advertised on the ECA website and recruitment will be through a competitive process including an interview that takes account of the qualifications and experience of applicants especially in the area of trade policy. It is envisaged that the Trade Fellows would have at least a Master's degree in a trade related discipline and two years experience of working on trade issues. The Fellowship, which will be for an initial period of six months and renewable for only three months will be open to candidates from across the membership of the United Nations who are interested in African trade policy matters. Since the Fellows will be working with existing staff of ATPC and the TPUs their spending a maximum of nine months will not jeopardize institutional continuity while preventing the Centre from becoming liable for expenses that arise from working for the UN for over nine months like education grant, home leave travel, shipment of personal effects, and dependency allowances amongst other things. By returning to their respective institutions and jobs after a stay at the ATPC and/or TPUs, Trade Fellows will also contribute to building the African trade knowledge management network which is a key output of the Centre.

Trade Fellows will be involved in undertaking research and organizing seminars and trainings for RECs and member states. It is also envisaged that some of the Fellows would be sent to RECs as part of the scheme after prior preparation at ATPC. Furthermore, ATPC will engage consultants on a short-term basis to undertake studies, prepare evaluations, and assist in seminars and training workshops. These consultants will be hired locally or recruited internationally using relevant UN rates but the levels at which they will be recruited will be cleared with CIDA and subsequently with the Advisory Board when other partners come on board.

#### **4.4 Governance**

Unlike ATPC I which was governed through an Advisory Board and a Technical Committee, ATPC II will be governed by a single Advisory Board which will also provide guidance on technical issues. This is because the experience of ATPC I was that the roles of the Technical Committee and Advisory Board were not so clearly delineated. This resulted in both bodies addressing the same set of issues. It was also costlier and more demanding of time and logistics to bring two separate sets of people to address similar issues.

The membership of the ATPC II Advisory Board will consist of a minimum of nine and a maximum of fifteen people appointed from ECA, AUC, AfDB, UNDP, ITC (PACT II) as well as representatives of participating RECs (initially EAC, ECOWAS, SADC) and participating donors. The Advisory Board will start with nine members consisting of the eight already mentioned and CIDA. This will enable the new Advisory Board to take off with a tighter more structured membership that includes all initial stakeholders. However, despite advantages of small size, a larger size of fifteen will help to include other stakeholders from academia, beneficiaries, gender groups, business enterprises, trade unions and other trade constituencies as well as additional donors.

In addition to being inclusive, fifteen members of the Advisory Board will enable wider ownership and also benefit from the broader perspective that these additional members will bring to bear. Moreover, inviting up to fifteen members would help to ensure that a quorum of nine members as the experience of the first phase was that it was often difficult to get all participants to attend at the appropriate level. To limit the numbers to fifteen, the stakeholders will be arranged into specific group constituencies that will serve on the Advisory Board on a rotational basis. Possible high costs of having fifteen members will be reduced because representatives of institutions like ECA, AU, AfDB, ITC and UNDP and donors like CIDA will have to pay their own way to Advisory Board meetings.

The Executive Secretary of ECA will chair the Advisory Board which will provide overall guidance, approve work plans, review programme implementation, deliberate on the annual performance of the Centre, provide a mechanism for continuous monitoring and oversight; and monitor the requirement and availability of resources for ATPC and oversee its resource mobilization strategy. The Advisory Board will approve the annual report of the Centre before it is sent to CIDA and other donors and partners and approve its work programme for the following year. The Advisory Board will appoint a Vice-Chair from among its members who will deputize for the Chair when required.

To encourage wider support for the Centre, observers will be allowed to attend the meetings of the Advisory Board while RECs will be encouraged to show ownership for the Centre by hosting Board meetings in rotation. A priority activity at the beginning of ATPC II would be to establish the Advisory Board and draw up draft rules of procedure for the conduct of its work including length of service on the board. Board members will also be selected with the view to ensuring a balanced representation in terms of gender, region and expertise.

#### **4.5 Management Processes**

As stated earlier, ATPC II will continue to use Results Based Management and it will also benefit from established UN management practices and rules applied in ECA. This includes, the management of funds, accountability, auditing, recruitment, monitoring and evaluation, and travel of staff and consultants, among others. The services and activities to be undertaken with the RECs will therefore be provided directly through ECA using these management processes rather than through a transfer of funds to the RECs. A participatory process will also be adopted with all actors involved in the programming process to ensure that programmes approved by the Board are implemented in a proper and timely manner. In addition to strengthening relationships and cooperation with all partners including CIDA

and other donors, ATPC II will build a strong working relationship with the CIDA and ATPC project team.

## **4.6 Sustainability**

African countries continue to demand ATPC's services across the broad spectrum of its activities, which is an indication that they appreciate the contribution of the Centre. There is therefore need to ensure a firm basis for meeting the increasing demand for trade-related capacity building technical assistance in Africa. This can be done through the commitment of African governments to lead on issues affecting the development of the continent as well as donor commitment to support Africa.

The evaluation report of ATPC I recommends an all-inclusive strategy to encourage more donors and partners to come on board and support the Centre in achieving its objectives. A first objective would be to deepen the current ATPC partnership between ECA and CIDA and other like UNDP and Denmark from whom resources have been received in the past. A second objective is to broaden the partnership base of ATPC to include other donor countries, obtain support from African countries themselves, and attract assistance from foundations, businesses and charity.

As a starting point, a resource mobilization strategy/action plan will be developed before the end of the first year of the second phase of the project as the experience from ATPC I has shown that this should not be left too late. The resource mobilization strategy will consider issues such as the possible establishment of a trust fund, cofinancing of activities with partners and beneficiaries, charging for consultancy services and training on a commercial basis.

Sustainability is also about ensuring that the results achieved are sustained and built upon especially by beneficiaries. The strategy chosen for ATPC II will ensure sustainability because it involves institutional strengthening of the RECs using their own staff. It will also be sustainable because it involves using the TPUs in a train-the-trainers approach that will enable them to pass on the skills and capacities acquired through the project. Moreover, by widening the scope of the project to create a wider constituency for trade including in gender, environment and HIV/AIDS this will provide a self-renewing base that in turn underpins the work of ATPC.

## **4.7 Reporting**

The Centre's management approach will focus, first and foremost, on desired results and supporting systems will be put in place in line with requirements of results based management. In particular and in keeping with the recommendation of the ATPC Evaluation, monitoring and evaluation will be integrated into on-going processes of ATPC. Here again the Centre will benefit from monitoring and evaluation systems put in place by the United Nations but it will also make its own arrangements for on-going tracking and monitoring of progress. Similarly, constraints encountered will be constantly examined while lessons learnt will also be applied on a regular basis. ATPC II will continue to render semi-annual financial narratives as well as comprehensive annual reports reflecting activities

undertaken and the outputs and outcomes achieved using verifiable indicators. The report will also cover the activities of the TPUs based on annual reports that will be received from them prior to the preparation of the ATPC annual report.

Two main evaluations will be undertaken in phase II. These are the mid-term evaluation and the end of project evaluation in 2010 and 2012 respectively. The evaluations will be mandatory and conducted jointly by CIDA and ATPC/ECA independent evaluators using approved United Nations guidelines. A separate budget line has been allocated to monitoring and evaluation. This will be used to collect necessary data related to indicators of achievement and to pay for the services and travel of independent evaluators. To this end, a comprehensive monitoring and evaluation framework will be developed for ATPC II by the end of the first year of the second phase of the project.

## **4.8 Anticipated Risks and Risk Management Strategy**

There are three main categories of risks associated with ATPC II, namely: those related to ATPC as an institution; those linked to the Centre's activities and beneficiaries; and those related to the political and socio-economic conjunctures. The details relating to anticipated risks and mitigation strategies are contained in the accompanying Box 3.

### **4.8.1 Risk Related to ATPC as an Institution**

With regard to ATPC II itself, there is a risk that it may be unable to upscale efforts to meet the demands of various stakeholders due to inadequate financial resources, inadequate human capacity of the Centre, and delay in the take off of the project.

Lack of or untimely provision of donor resources for the implementation of ATPC II activities may hinder efforts by the Centre to provide a rapid and flexible response to requests for its services. The continued credibility of the Centre depends on its ability to continue its work, which in turn is dependent on the resources that it receives. Widening the partnership base and attracting support for phase II of the project will therefore remain critical.

It will also be critical to strengthen the human capacity of the Centre by drawing on a larger and innovatively thought out human resource base as well as ECA in-house skills in areas such as results-based management, and mainstreaming crosscutting issues including gender, HIV/ AIDs, and environment in trade policy development.

### **4.8.2 Risks associated with Beneficiaries**

A risk associated with beneficiaries is that participating member states and RECs may not demonstrate a high level of commitment to build their institutional capacity to undertake trade policy analysis. This may be the case when officials trained by ATPC are reassigned to other duties within the government or REC with little or no relevance to the training they received. There are also reported cases, where officials trained on issues related to trade negotiations are not sent to represent their countries or RECs in the actual negotiation process. The mitigation strategy here would be to obtain a commitment from participating

RECs that staff assigned to TPUs would not be redeployed before two years and that there should be at least two to three people who undergo training in different aspects of trade policy analysis. Moreover, emphasis will be placed on building a large and self-renewing pool of trained personnel.

#### **4.8.3 Political and Socio-economic Risks**

There is also a risk posed to beneficiaries arising from uncertain political situations which may lead to delays and disruption in project delivery. Moreover, changing international economic conditions and inconclusive international trade negotiations may also pose a risk to the objectives of the project. For instance, political unrest in a city in which a TPU is to be established may delay the process of setting up the TPU due to late delivery of equipment or inability to organize training activities. Similarly, delays in concluding trade agreements like the Doha Round of trade negotiations or the Economic Partnership Agreements with the European Union may result in continued demand for assistance by the African Groups in Geneva and Brussels and RECs that are involved in trade negotiations. In such instances, the mitigation strategy is to factor in possible delays in project delivery, make contingency plans for transferring the TPU to a more stable sub-office of the concerned REC or transfer the TPU to another REC.

#### **4.8.4 Risk Management Strategy**

The risk management strategy of ATPC II is to take steps to address all identified risks at the design, implementation and monitoring stages of the project. Based on continuous monitoring and evaluation, ATPC programmes and plans would be continuously reassessed. The annual meeting of the Advisory Board will provide a forum for such reassessments.

Unless ATPC continues to prioritise its activities, there is a risk that its resources will be spread too thinly to have meaningful impact. Therefore ATPC will focus more on regional activities than on activities at the national level. Box 5 presents the identified risks and corresponding mitigation measures.



<b>Box 5: Risk Assessment and Mitigation Measures</b>		
<b>Risks</b>	<b>Probability</b>	<b>Risk mitigation measures/assumptions</b>
Insufficient ATPC human and financial resources to meet the demands of stakeholders	Low-medium	Building or strengthening partnerships with trade related institutions; increase in-house skills in cross-cutting issues such as gender and environment; use of consultants; attract support through resource mobilization-prepare resource mobilization plan.
Lack of or untimely provision of donor resources to implement ATPC activities	Low	Use of ECA resources to keep ATPC operational and maintain its visibility
Lack of strong commitment by participating countries and RECs.	Medium-High	Memorandum of understanding signed between ECA and RECs with trade being an important component; programming mission will be undertaken to concerned RECs in order to identify joint activities with ATPC. In the particular case of gender a mitigation measure could be the holding of regional inception meetings of key stakeholders in trade and gender
Trained REC and member states officials are reassigned to other duties.	Medium-High	Commitment from participating RECs that staff assigned to TPUs would not be redeployed before two years Building a large and self-renewing base of trained personnel.
Brain drain of trained officials.	Medium-High	Building a large and self-renewing base of trained personnel; providing incentives to trained staff, such as ensuring that they represent their institutions in relevant meetings like negotiations.
Supply side constraints which are not directly addressed by the ATPC.	Medium-High	Allocate resources for research, advocacy and emerging issues; provide advisory services on building supply side capacity.
Trained officials do not participate in the negotiation process.	Low-Medium	Obtaining commitment of RECs during programming missions that trained officials will be given the opportunity to use their skills in negotiations.
Reluctance of participating countries to change/implement national laws.	Medium	Include parliamentarians as a target group of ATPC and provide them with training and advisory services.
Participating countries and RECs are not committed to cross-cutting issues such as gender equality and environmental considerations.	Low	Gender is now one of ATPC's pillars and the Centre will work closely with Gender Units in RECs and gender networks in member states. Findings from gender studies will also be used in advocacy for mainstreaming gender in trade policy. Studies in trade and environment will be used to highlight and improve environmental consciousness
Other trade related institutions are not committed to partnership with ATPC.	Low	ATPC will demonstrate its willingness to collaborate with partners by supporting their activities and undertaking consultative meetings.
RECs do not have sufficient staff to commit to Trade Policy Units.	Medium	Providing technical support to RECs Trade Policy Units; emphasizing the facilitating role of RECs .
Political unrest and instability in host country of REC	Low	Factor in possible delays in project delivery Make contingency plans for transferring the TPU to a more stable sub-office of the concerned REC Transfer the TPU to another REC
REC Secretariat's pose bottleneck to establishment of TPUs	Medium	Engage in continuous high-level dialogue with leadership of RECs Ensure MoU's are clear on roles and responsibilities Communicate with key REC staff to ensure their support and buy-in

(Please see table above)

#### **4.9 The ATPC II Budget 2008 – 2012**

The total ATPC II budget for the five-year period (2008 – 2012) is estimated at CAN\$18.39m. The financial requirements from CIDA for the period amount to \$14.8 million and are shown in Table 1. The project is designed in a flexible manner to accommodate new activities whenever additional funds are received from other sources. The detail budget is shown in Tables 2, 3 and 4. This budget is expected to cover expenses related to staffing, office space, furniture, equipment and software, administrative supplies, reporting costs (translation and interpretation), travel of staff, training workshops, short-term technical support, research, special studies, advisory services, consultants fees, travel of consultants, publications and documentation, studies and sub-regional workshops on gender, ATPC Board meetings, collection of information, induction or orientation of Board members, ATPC staff training, monitoring and evaluation.

**Table 1: Summary Budget for ATPC-II 2008-2012 (CAN\$)**

	2008	2009	2010	2011	2012	Total Budget
ECA	665,809	637,400	653,100	667,000	681,500	3,304,809
CIDA	2,983,200	3,567,410	3,204,680	2,550,410	2,494,300	14,800,000
Others*	287,680	0.00	0.00	0.00	0.00	287,680.
<b>Total</b>	<b>4,099,409</b>	<b>4,452,280</b>	<b>3,641,350</b>	<b>2,922,480</b>	<b>3,290,670</b>	<b>19,725,489</b>

\*Detail in Table 4

\*Others include Denmark and any future source of funds

**Table 2: CIDA Contribution to ATPC II Staffing Budget (CAN\$)**

	2008	2009	2010	2011	2012	Total
L6 - Project Coordinator	240,000	244,000	248,000	252,000	256,000	1,335,000
L4 - Regional Advisor	160,000	164,000	168,000	172,000	176,000	970,000
L3 - Programme Officer	140,000	144,000	148,000	152,000	156,000	800,000
1 Research Assistants	14,000	14,000	16,000	16,000	18,000	90,000
<b>Total</b>	<b>554,000</b>	<b>566,000</b>	<b>580,000</b>	<b>592,000</b>	<b>606,000</b>	<b>2,898,000</b>

**Table 3: ECA Contribution to ATPC II Staffing Budget (CAN\$)\***

	2008	2009	2010	2011	2012	Total
P5 - Senior Economic Affairs Officer	180,000	213,900	219,100	224,300	229,500	1,066,800
P3 - Economic Affairs Officer	140,000	144,000	148,000	152,000	156,000	740,000
1 Secretary and 1 Research Assistant	22,000	22,000	24,000	24,000	24,000	116,000
Research Assistant based in Geneva	65,000	70,000	75,000	80,000	85,000	375,000
<b>Total</b>	<b>407,000</b>	<b>449,900</b>	<b>466,100</b>	<b>480,300</b>	<b>494,500</b>	<b>2,297,800</b>

\*The calculation of the ECA contribution was based on estimated staff time to be contributed to ATPC, computed in equivalent staff salary post levels.

**Table 4: Detail ATPC II Budget 2008-2012 (in CAN\$)**

	2008 CIDA	2008 ECA	2008 DEN	2009CIDA	2009ECA	2010CIDA	2010ECA	2011CIDA	2011ECA	2012CIDA	2012ECA	Total
<b>1. Operating Costs</b>												-
1.1 Staffing (1 L6, 1 L4, 1 L3, 2 Research Assistant, 1 P5, 2 P3, 1 Secretary)	554,000.00	407,000.00	-	566,000.00	449,900.00	580,000.00	466,100.00	592,000.00	480,000.00	606,000.00	494,500.00	5,195,500.00
1.2 Office Space	-	142,500.00	-	-	142,500.00	-	142,000.00	-	142,000.00	-	142,000.00	711,000.00
1.3 Furniture (tables, desks, chairs, file cabinets, etc.)	-	71,309.00	-	-	-	-	-	-	-	-	-	71,309.00
1.4 Equipment (computers, printers, scanner, photocopier and fax)	50,000.00	-	-	50,000.00	-	-	-	50,000.00	-	-	-	150,000.00
1.5 Administrative supplies	-	45,000.00	-	-	45,000.00	-	45,000.00	-	45,000.00	-	45,000.00	225,000.00
1.6 Reporting Costs, Translation, Interpretation, Reporting	50,000.00	-	5,525.00	50,000.00	-	50,000.00	-	50,000.00	-	50,000.00	-	255,525.00
1.7 Travel of Staff	100,000.00	-	-	100,000.00	-	100,000.00	-	100,000.00	-	100,000.00	-	500,000.00
<b>Sub-Total</b>	<b>754,000.00</b>	<b>665,809.00</b>	<b>5,525.00</b>	<b>766,000.00</b>	<b>637,400.00</b>	<b>730,000.00</b>	<b>653,100.00</b>	<b>792,000.00</b>	<b>667,000.00</b>	<b>756,000.00</b>	<b>681,500.00</b>	<b>7,108,334.00</b>
<b>2. Setting up of TPUs</b>												-
2.1 Needs assessment	105,000.00	-	-	-	-	105,000.00	-	-	-	-	-	210,000.00
2.2 Supplies, Equipments and operational systems.	300,000.00	-	-	-	-	150,000.00	-	-	-	-	-	450,000.00
2.3 Staff training	45,000.00	-	-	-	-	45,000.00	-	-	-	-	-	90,000.00
<b>Sub-Total</b>	<b>450,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750,000.00</b>
<b>3. Capacity Building and Training on trade issues for RECS and Member States.</b>												-
3.1 Training on trade policy analysis	-	-	-	125,000.00	-	125,000.00	-	125,000.00	-	75,000.00	-	450,000.00
3.2 Training on WTO	-	-	-	125,000.00	-	125,000.00	-	-	-	125,000.00	-	375,000.00
3.3 Training on EPA	165,000.00	-	-	-	-	-	-	-	-	-	-	165,000.00
3.4 Training on Mainstreaming Trade	-	-	172,238.00	125,000.00	-	-	-	125,000.00	-	-	-	422,238.00
3.5 Seminar on emerging issues	-	-	-	125,000.00	-	125,000.00	-	125,000.00	-	75,000.00	-	450,000.00
3.6 Seminar on intra-African trade	-	-	-	150,000.00	-	-	-	-	-	150,000.00	-	300,000.00
<b>Sub-Total</b>	<b>165,000.00</b>	<b>-</b>	<b>172,238.00</b>	<b>650,000.00</b>	<b>-</b>	<b>375,000.00</b>	<b>-</b>	<b>375,000.00</b>	<b>-</b>	<b>425,000.00</b>	<b>-</b>	<b>2,162,238.00</b>

	2008 CIDA	2008 ECA	2008 DEN	2009CIDA	2009ECA	2010CIDA	2010ECA	2011CIDA	2011ECA	2012CIDA	2012ECA	Total
<b>4. Advisory services and technical Supports to RECs, Member states and Geneva and Brussels based groups &amp; Creating partnerships.</b>												-
4.1 Short term technical support	100,000.00	-	27,000.00	100,000.00	-	100,000.00	-	100,000.00	-	100,000.00	-	527,000.00
4.2 Special studies on multilateral negotiations and emerging trade issues	-	-	31,821.00	200,000.00	-	100,000.00	-	100,000.00	-	100,000.00	-	531,821.00
4.3 Advisory services to RECs	100,000.00	-	-	100,000.00	-	100,000.00	-	100,000.00	-	100,000.00	-	500,000.00
<b>Sub-Total</b>	<b>200,000.00</b>	<b>-</b>	<b>58,821.00</b>	<b>400,000.00</b>	<b>-</b>	<b>300,000.00</b>	<b>-</b>	<b>300,000.00</b>	<b>-</b>	<b>300,000.00</b>	<b>-</b>	<b>1,558,821.00</b>
<b>5. Consensus Building on Trade positions</b>												
5.1 Training on consensus building	-	-	-	150,000.00	-	150,000.00	-	-	-	150,000.00	-	450,000.00
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000.00</b>	<b>-</b>	<b>150,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000.00</b>	<b>-</b>	<b>450,000.00</b>
<b>6. Special Issues: Promoting Intra-African Trade.</b>												
6.1 Exploratory studies, and trade facilitation Committee.	100,000.00	-	-	150,000.00	-	150,000.00	-	-	-	-	-	400,000.00
6.2 Workshops on Trade Facilitation.	150,000.00	-	-	300,000.00	-	150,000.00	-	-	-	-	-	600,000.00
<b>Sub-Total</b>	<b>250,000.00</b>	<b>-</b>	<b>-</b>	<b>450,000.00</b>	<b>-</b>	<b>300,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000.00</b>
<b>7. Information and Dissemination</b>												
7.1 Publications, documentation and communication	120,000.00	-	16,000.00	120,000.00	-	120,000.00	-	120,000.00	-	120,000.00	-	616,000.00
<b>Sub-Total</b>	<b>120,000.00</b>	<b>-</b>	<b>16,000.00</b>	<b>120,000.00</b>	<b>-</b>	<b>120,000.00</b>	<b>-</b>	<b>120,000.00</b>	<b>-</b>	<b>120,000.00</b>	<b>-</b>	<b>616,000.00</b>
<b>8. Gender Mainstreaming in trade</b>												
8.1. Studies	50,000.00	-	-	100,000.00	-	100,000.00	-	-	-	-	-	250,000.00
8.2. Sub-regional workshops, & meetings	150,000.00	-	-	-	-	150,000.00	-	150,000.00	-	150,000.00	-	600,000.00
<b>Sub-Total</b>	<b>200,000.00</b>	<b>-</b>	<b>-</b>	<b>100,000.00</b>	<b>-</b>	<b>250,000.00</b>	<b>-</b>	<b>150,000.00</b>	<b>-</b>	<b>150,000.00</b>	<b>-</b>	<b>850,000.00</b>
<b>9. Trade and Environment</b>												
9.1. Research & Studies	50,000.00	-	-	50,000.00	-	-	-	50,000.00	-	-	-	150,000.00
9.2. Sub-regional Workshops and Seminars	150,000.00	-	-	150,000.00	-	-	-	150,000.00	-	-	-	450,000.00
<b>Sub-Total</b>	<b>200,000.00</b>	<b>-</b>	<b>-</b>	<b>200,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600,000.00</b>
<b>10. Trade &amp; HIV/AIDS</b>												
10.1 Research & Studies	-	-	-	50,000.00	-	-	-	50,000.00	-	-	-	100,000.00
10.2 Sub-Regional Workshops	-	-	-	50,000.00	-	-	-	50,000.00	-	-	-	100,000.00
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000.00</b>

	2008 CIDA	2008 ECA	2008 DEN	2009CIDA	2009ECA	2010CIDA	2010ECA	2011CIDA	2011ECA	2012CIDA	2012ECA	Total
<b>11. Strengthening of ATPC</b>												
11.1 ATPC Board Meetings	25,000.00	-	-	25,000.00	-	25,000.00	-	25,000.00	-	25,000.00	-	125,000.00
11.2 Board orientation programme	80,000.00	-	-	-	-	-	-	-	-	-	-	80,000.00
11.3 Trade fellowship scheme	130,000.00	-	-	130,000.00	-	130,000.00	-	130,000.00	-	130,000.00	-	650,000.00
11.4. Develop inventory of trade institutions	20,000.00	-	-	20,000.00	-	20,000.00	-	20,000.00	-	20,000.00	-	100,000.00
11.5. Promoting ATPC	16,000.00	-	-	16,000.00	-	16,000.00	-	15,000.00	-	15,000.00	-	78,000.00
11.6. Monitoring and evaluation & Resource Mobilization	30,000.00	-	-	30,000.00	-	120,000.00	-	30,000.00	-	120,000.00	-	330,000.00
<b>Sub-Total</b>	<b>301,000.00</b>	<b>-</b>	<b>-</b>	<b>221,000.00</b>	<b>-</b>	<b>311,000.00</b>	<b>-</b>	<b>220,000.00</b>	<b>-</b>	<b>310,000.00</b>	<b>-</b>	<b>1,363,000.00</b>
<b>12. Sundries</b>	<b>-</b>	<b>-</b>	<b>2,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000.00</b>
<b>Total costs</b>	<b>2,640,000.00</b>	<b>665,809.00</b>	<b>254,584.00</b>	<b>3,157,000.00</b>	<b>637,400.00</b>	<b>2,836,000.00</b>	<b>653,100.00</b>	<b>2,257,000.00</b>	<b>667,000.00</b>	<b>2,211,000.00</b>	<b>681,500.00</b>	<b>16,660,393.00</b>
13. Programme support cost 13% **	343,200.00	-	33,095.92	410,410.00	-	368,680.00	-	293,410.00	-	283,300.00	-	1,732,095.92
<b>Grand Total*</b>	<b>2,983,200.00</b>	<b>665,809.00</b>	<b>287,679.92</b>	<b>3,567,410.00</b>	<b>637,400.00</b>	<b>3,204,680.00</b>	<b>653,100.00</b>	<b>2,550,410.00</b>	<b>667,000.00</b>	<b>2,494,300.00</b>	<b>681,500.00</b>	<b>18,392,488.92</b>

\*1 CIDA contribution: CAN\$ 14,800,000; ECA contributions: CAN\$ 3,304,810, Denmark contribution: CAN\$ 287,680.

\*\* The 13% Programme support cost is mandatory for all extra-budgetary resources received by the UN secretariat. It will be used to defray some of the following cost of managing the projects:- accounts, personnel and procurement services, cost of conference & meeting facilities and services(held in the UNECA Conference Centre Addis Ababa only); email, internet and intranet services, telephone and electricity services, repairs and other similar services provided to the project.

## **ATPC Budget 2008-2012: Explanatory Notes**

ATPC II requires CAN\$ 18.39 million in the programme period from January 2008 to December 2012 to enable it to achieve its expected results. These notes accompany the breakdown of resource requirements and provide a brief description of what each budget line entails (table 4).

### ***1. Operating Costs***

This budget line includes the following components: staffing, office space, furniture, equipment and software, administrative supplies, reporting costs (translation and interpretation, and travel of staff).

#### ***1.1. Staffing***

The staffing level of ATPC II will be as follows: 1 L6 – Coordinator; 1 L4 – Regional Advisor; and 1 L3 – Programme Officer, 1 Research Assistant (funded by CIDA). ECA will support the ATPC with the services of 1 P5 – Senior Economic Affairs Officer; 1P3 – Economic Affairs Officer, and 1 Secretary, 2 Research Assistants one of which is based in Geneva. The calculation of the ECA contribution was based on estimated staff time to be contributed to ATPC, computed in equivalent staff salary post levels. CIDA and ECA contributions to the staffing budget are shown in Tables 4 and 5 respectively. Annex 5 shows the salary scale for United Nations professional staff, which also applies to ATPC. The rates shown in Annex 5 are less than those indicated in tables 2 and 3 because they do not include staff entitlements such as: post adjustment, rental subsidy, dependency benefits, mobility and hardship allowance, education grant, repatriation grant, pension fund, home leave travel, among others.

#### ***1.2 Office Space***

ECA will provide office space for ATPC II as part of its contribution to the project.

#### ***1.3 Furniture***

ECA will also provide furniture, including chairs, tables, desks, and file cabinets to the Centre.

#### ***1.4. Equipment***

The budget line covers the procurement of computers, printers, photocopiers, scanner and fax for the Centre.

#### ***1.5. Administrative Supplies***

ECA will provide the necessary administrative supplies to enable the smooth functioning of ATPC II.

#### ***1.6. Reporting Costs (Translation, Interpretation, Reporting)***

This is meant to cover translation of ATPC II research findings and the contents of its website from English to French and (or) vice-versa. This also applies to documents and presentations for meetings and workshops organized by the Centre during which there will be need for simultaneous interpretation.

#### ***1.7. Travel of Staff***

This budget lines covers the travel of ATPC staff (tickets, DSA and terminal expenses) to monitor project implementation, participate in seminars, training workshops and conferences, collect data related to on-going research, consultative missions to selected trade institutions and joint programming missions.

## ***2. Setting-up of TPUs***

The resources will be used to undertake needs assessments, procure supplies, equipment and operational systems as well as for training TPU staff.

## ***3. Training on Trade Issues***

In terms of strategic orientation, ATPC II will focus on capacity building of RECs. Member States will also benefit from ATPC training. Accordingly, the provision of specialized training will be one of the Centre's core activities. Training and seminars would be held on issues related to trade policy analysis, WTO negotiations, Economic Partnership Agreements with the European Union, mainstreaming trade into national development strategies, intra-African trade and emerging trade issues. Resources in the budget lines 3.1 – 3.6 will be used to prepare training materials, and pay for the travel and subsistence of participants and resource persons to attend training workshops and seminars.

### ***3.1. Training on Trade Policy Analysis***

Resources under this sub-heading will be used to prepare training material and to cover the cost of travel and subsistence of resource persons and participants attending training on trade policy analysis.

### ***3.2. Training on WTO Negotiations***

Resources under this sub-heading will be used to prepare training material and to cover the cost of travel and subsistence of resource persons and participants attending training on issues related to WTO Negotiations.

### ***3.3. Training on Economic Partnership Agreements***

Resources under this sub-heading will be used to prepare training material and to cover the cost of travel and subsistence of resource persons and participants attending training on issues related to Economic Partnership Agreements.

### ***3.4. Training on Mainstreaming Trade into National Development Strategies***

Resources under this sub-heading will be used to prepare training material and to cover the cost of travel and subsistence for participants attending training on issues related to mainstreaming trade into national development strategies.

### ***3.5. Seminar on Emerging Trade Issues***

Resources under this sub-heading will be used to prepare background documents and to cover the cost of travel and subsistence for participants attending seminars on emerging trade issues.

### ***3.6. Seminar on Intra-African Trade***

Resources under this sub-heading will be used to prepare background documents and to cover the cost of travel and subsistence for participants attending seminars on issues related to intra-African trade.

## ***4. Advisory Services and Technical Support to RECs, member states and Geneva and Brussels based African Groups.***

A key objective of ATPC II is to assist African countries, RECs and African trade-related agencies to establish or upgrade their trade policy units with trade fellows and consultants, computer equipment, modeling software and other requirements for undertaking technical work related to policy development as well as trade negotiations. Resources under this line will also be used to provide specialized studies upon request, and short-term technical support, and advisory services. WTO and EPAs negotiations are becoming more technical and complex. ATPC will provide the support to the African Groups in Geneva and Brussels participating in these negotiations need to improve their effectiveness.



#### ***4.1. Short-term technical support***

Resources under this sub-heading will be used to provide short-term technical support as provided in section 3.4.5 of the text. It will cover travels, DSA and related costs.

#### ***4.2. Special Studies on Multilateral Negotiations and Emerging Trade Issues***

Resources under this sub-heading will be used to fund activities related to multilateral negotiations, and emerging trade issues, upon request.

#### ***4.3. Advisory Services***

Resources under this sub-heading will be used to provide advisory services – cost of tickets, DSA and terminal expenses of experts.

#### ***5. Consensus Building***

Resources in this line will be used to prepare working documents and to pay for the travel and subsistence of participants to attend consensus-building activities. Such activities will address issues related to multilateral trade negotiations as well as promoting inter-African trade, African Ambassadors' meetings and African Conference of Trade Ministers.

#### ***6. Special Issues: Promoting Intra-African Trade***

**6.1** This budget line will be used to undertake studies on Intra-African trade issues, identified in section---, and others that may be identified by RECs and member states and set up technical committee on trade facilitation

#### ***6.2. Sub-regional Training Workshops on Intra-African trade related Issues***

This budget line will be use to organize sub-regional workshops to validate and disseminate findings of studies undertaken under 6.1.

#### ***7. Information Dissemination***

A service line of ATPC II is to conduct research and disseminate trade related information. This requires access to books and journals, hiring of temporary research assistants and the production and dissemination of research findings. In addition to publishing hardcopies of the ATPC Work-in-Progress and disseminating them to as wide an audience as possible, the ATPC website would also need to be maintained, improved upon and continuously updated. Funds provided under this budget line are meant to cover the cost of these activities.

#### ***8. Gender Mainstreaming***

One of the pillars of ATPC II is the mainstreaming of Gender in its activities. Resources allocated to gender equality issues would be used to undertake studies and to organize sub-regional training workshops.

#### ***8.1. Gender Studies***

This line will be used to undertake studies on gender equality issues, identified in section 2.5.2, and others that may be identified by RECs and member states

#### ***8.2. Sub-regional Training Workshops on Gender Related Issues***

This line will be use to organize sub-regional workshops to validate and disseminate findings of studies undertaken under 8.1.

## ***9. Trade and Environment***

### ***9.1. Environment Studies***

This budget line will be used to conduct five subregional case studies on themes on trade and environment in priority sectors. These studies will serve the purpose of strengthening the understanding and increasing the available region-specific information on trade and environment linkages, as well as informing the design and delivery of capacity building and knowledge management packages of the project.

### ***9.2. Sub-regional Training Workshops on Environment Related Issues***

This budget line will be used to Organize five training of trainer's workshops at sub regional levels on trade and environment linkages, policies and regimes for selected participants from RECs, Government agencies, research and training institutions, civil society and the private sector. Organizing two training sessions for Trade Negotiators on trade and environment linkages.

## ***10. Trade and HIV/AIDS***

The budget lines (10.1 and 10.2) cover the cost of conducting trade impact of HIV/AIDS research and studies as mentioned in section 3.4.8.3, and subregional workshops and seminars to share the findings of these studies/research.

## ***11. Strengthening ATPC***

This line will be used to undertake activities aimed at strengthening ATPC. It will cover the costs of ATPC II Advisory Board meetings, Board orientation programme, developing and inventory of trade institutions in Africa, promoting ATPC, as well as to pay for monitoring and evaluation activities.

### ***11.1 ATPC Advisory Board Meetings***

The ATPC Advisory Board meets annually to review the performance of the Centre and to provide it with guidance for its future work including the elaboration of annual Work Programmes. Resources are required under this sub-heading to pay for conference facilities (outside Addis Ababa duty station) as well as travel and subsistence costs of members of this governing body.

### ***11.2. Board Orientation Programme***

Resources under this sub-heading will be used to implement an induction or orientation programme for ATPC Board members.

### ***11.3. ATPC Trade fellows***

Resources under this sub-heading will be used to engage trade fellows to complement the work of ATPC staff.

### ***11.4. Building partnership and develop inventory of Trade Institutions in Africa.***

Resources under this sub-heading will be used to participate and contribute to building Africa trade partnerships as well as develop an inventory of trade related institutions operating in Africa.

### ***11.5. Promoting ATPC***

This is meant to cover cost of promotional materials, attendance to conferences, Seminars and forums to promote the work of ATPC

### ***11.6 Monitoring and Evaluation***

Monitoring and evaluation are integral parts of results-based management. Resources under this sub-heading will be used to pay for the travel and subsistence allowance of evaluators, as well as for data collection related to tracking indicators of achievement. As indicated in section 4.1, the joint evaluations will be mandatory and conducted by independent evaluators using approved United Nations guidelines.

***21. Sundries***

Resources under this item are to meet contingencies arising from unplanned or unexpected costs.

***12. Programme Support Cost***

This is the mandatory 13% cost levied on all extra-budgetary resources received by the UN secretariat. It will be **directly to support the ATPC II project** to cover costs of managing the project including procurement services, human resource services such as recruitments and administration of entitlements, finance and accounts services, cost of conference services for activities held in the United Nations Conference Centre Addis Ababa only); provision of email, internet and intranet services, telephone and electricity services, repairs and other similar services provided to the project.

<b>Logical Framework Analysis - ATPC II</b>			
<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impact</b>
<p>1) Set up Trade Policy Unit</p> <p>2) Undertake Research</p> <p>3) Promote Training on Trade Issues</p> <p>4) Undertake Information Dissemination</p> <p>5) Provide Advisory Services and Technical Cooperation</p> <p>6) Facilitate Consensus Building</p> <p>7) Create Partnerships</p> <p>8) Mainstream HIV/AIDS, Gender and Environment into ATPC activities</p>	<p><b>1) Fully functioning Trade Policy Units (TPUs) in each of the three RECs</b></p> <p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>• Number of impact studies undertaken by TPU in support of regional trade policy</li> <li>• Number of requests from member states and trade organizations for services of TPUs</li> </ul> <p><b>2) Informed trade decision making based on technically sound gender sensitive research</b></p> <p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>• Number of continental and regional negotiating proposals based on ATPC and TPU research</li> <li>• Number of requests for ATPC activities to support trade policymaking</li> </ul> <p><b>3) Trade capacity of RECs and member states built in fully integrated manner</b></p> <p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>• Increase in RECs and member states own activities on trade and gender as well as trade</li> </ul>	<p>1) Strengthened RECs ability to respond to and analyse trade issues</p> <p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>• Increased number of RECs trade positions based on their own analysis, including gender sensitive analysis and sex-disaggregated data</li> <li>• Increased number of sectors mainstreamed into trade policy at the regional level</li> </ul> <p>• <b>2) Increased recognition of importance of trade and women`s roles/contributions in national development</b></p> <p><u>Indicators</u></p> <p>Instances when trade is brought up at high level dialogues</p> <p>Increase in national and regional trade policy formulation and revisions which is gender sensitive</p> <p><b>3) ATPC established as trade policy hub</b></p> <p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>• Number of requests from institutional stakeholders (groups) for ATPC services</li> </ul>	<p><b>1) Effective and more equitable African participation in international trade for sustainable economic growth and poverty reduction</b></p> <p><u>Indicator</u></p> <p>Increased market access for African products</p>

	<p><i>and environment issues (increase in scope of trade policies)</i></p> <ul style="list-style-type: none"> <li>• <i>Percentage of positive assessments of ATPC service delivery in participant evaluations</i></li> </ul> <p><b>4) Increase in common trade positions of African RECs, member states and trade constituencies</b></p> <p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>• <i>Number of trade regional and sub-regional declarations, roadmaps and outcomes</i></li> <li>• <i>Number of gender-related provisions in common outcomes</i></li> </ul> <p><b>5) Active African Knowledge Management Platform</b></p> <p><u>Indicators</u></p> <ul style="list-style-type: none"> <li>• <i>Number of stakeholders(m/f) in network and level of interactions</i></li> <li>• <i>Number of gender and environment stakeholders(m/f) in network</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Increase coordination of institutional stakeholders' (networks) activities by ATPC</i></li> </ul>	
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## Logframe Analysis – ATPC phase II

<b>Country/region</b>	<b>Pan African</b>	<b>Programme number</b>	<b>(CIDA use)</b>
<b>Programme title</b>	<b>African Trade Policy Center (ATPC)</b>		
<b>Partner Organization</b>	<b>United Nations Economic Commission for Africa (UNECA)</b>	<b>Total programme Budget</b>	
<b>Programme Manager</b>	<b>ATPC</b>	<b>Requested CIDA Contribution</b>	
<b>Narrative Summary</b>	<b>Expected Results</b>	<b>Performance Measurements</b>	<b>Assumptions/Risk indicators</b>
<b>Programme goal (Objective)</b>	<b>Impact</b>	<b>Performance indicators</b>	<b>Assumptions/Risk indicators</b>
To strengthen the institutional capacities of African RECs and their member states to formulate sound trade policies and to participate more effectively in trade negotiations.	Effective and more equitable African participation in international trade for sustainable economic growth and poverty reduction.	<ul style="list-style-type: none"> <li>Increased Market access for African products</li> </ul>	<ul style="list-style-type: none"> <li>Political unrest and instability in host country of REC or member states in general</li> <li>Lack of strong commitment by participating countries and RECs</li> <li>Supply side constraints which are not directly addressed by the project</li> </ul>
<b>Programme Purpose</b>	<b>Outcomes</b>	<b>Performance indicators</b>	<b>Assumptions/Risk indicators</b>
To strengthen the capacities of African countries, Regional Economic Communities (RECs), trade-related institutions and constituencies to derive more development benefits from trade policies.	<ol style="list-style-type: none"> <li>Strengthened RECs ability to response to and analyse trade issues</li> <li>Increased recognition of importance of trade in national development</li> <li>ATPC established as trade policy hub</li> </ol>	<ul style="list-style-type: none"> <li>Increased number of RECs trade positions based on their own analysis</li> <li>Increased number of sectors mainstreamed into trade policy at the regional level</li> <li>Instances when trade is brought up at high level dialogues</li> <li>Increase in national and regional trade policy formulation and revisions</li> <li>Number of requests from institutional</li> </ul>	<ul style="list-style-type: none"> <li>Trained officials reassigned to other duties</li> <li>Brain drain of trained officials</li> <li>Participating countries willing to change/implement national laws</li> <li>Other trade related institutions committed partnership with ATPC</li> </ul>

		<p>stakeholders (groups) for ATPC services</p> <ul style="list-style-type: none"> <li>• Increase coordination of institutional stakeholders' (networks) activities by ATPC</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient ATPC human and financial resources to meet the demands of stakeholders</li> </ul>
<b>Activities</b>	<b>Outputs</b>	<b>Performance indicators</b>	<b>Assumptions/risk indicators</b>
<p><b>1) Set up Trade Policy Unit (linked to output 1)</b></p> <ul style="list-style-type: none"> <li>• Undertake needs assessment</li> <li>• Provide supplies, equipments and operational systems.</li> <li>• Train TPU staff</li> </ul> <p>2) Undertake Research (linked to outputs 1, 2, 3 and 5)</p> <ul style="list-style-type: none"> <li>• Wide range of issues based on which trainings, information dissemination, advisory services and consensus building will be undertaken (see 3)</li> </ul> <p>3) Promote Training on Trade Issues (linked to outputs 1, 2, 3, and 5)</p> <ul style="list-style-type: none"> <li>• Training on trade policy analysis</li> <li>• Training on WTO negotiations</li> <li>• Training on EPAs</li> <li>• Training on mainstreaming trade into national development strategies</li> <li>• Seminar on emerging trade issues</li> <li>• Seminar on intra-African trade</li> </ul> <p>4) Undertake Information</p>	<p>1. Fully functioning Trade Policy Units (TPUs) in RECs</p> <p>2. Informed trade decision making based on technically sound research</p> <p><b>3. Trade capacity of RECs and member states built in fully integrated manner</b></p> <p><b>4. Increase in common trade positions of African RECs, member states and trade constituencies</b></p>	<p>1.1. Number of impact studies undertaken by TPU in support of regional trade policy</p> <p>1.2. Number of requests from member states and trade organizations for services of TPUs</p> <p>2.1. Number of continental and regional negotiating positions based on ATPC and TPU research</p> <p>2.2. Number of requests for ATPC activities to support trade policy</p> <p>3.1 Increase in RECs and member states own activities on trade and gender as well as trade and environment issues (increase in scope of trade policies)</p> <p>3.2 Percentage of positive assessments of ATPC service delivery in participant evaluations</p> <p>4.1 Number of trade regional and sub-regional declarations, roadmaps and outcomes</p>	<ul style="list-style-type: none"> <li>• Trained officials reassigned to other duties</li> <li>• Brain drain of trained officials</li> <li>• Regular staff are employed for Trade Policy Units to make them sustainable</li> <li>• REC Secretariat pose bottleneck to establishment of TPUs</li> <li>• RECs do not have sufficient staff to commit to TPUs</li> <li>• Trained officials are reassigned to other duties</li> <li>• Trained officials are not participating in the negotiations</li> <li>• Participating countries are not committed to gender equality and to mainstreaming environment in trade policy</li> <li>• RECs and member states do not have sufficient staff to commit to trade issues</li> <li>• Political willingness of countries to generate consensus on trade positions</li> </ul>

<p>Dissemination (linked to outputs 1, 2, 3, and 5)</p> <ul style="list-style-type: none"> <li>• Publications, documentation and communication</li> </ul> <p>5) Provide Advisory Services and Technical Cooperation (linked to outputs 1, 2 and 3)</p> <ul style="list-style-type: none"> <li>• Demand-driven</li> <li>• Specificities may include overlapping membership of RECs or particular vulnerability to expected trade outcomes</li> </ul> <p>6) Facilitate Consensus Building (linked to outputs 2, and 4)</p> <ul style="list-style-type: none"> <li>• Support to high-level brainstorming meetings and regional and sub-regional retreats on WTO negotiations and Free Trade Agreements like EPAs,</li> </ul> <p>7) Create Partnerships (linked to outputs 4 and 5)</p> <ul style="list-style-type: none"> <li>• Develop inventory of trade institutions in Africa</li> <li>• Undertake consultative missions to selected trade institutions</li> <li>• Undertake joint programming missions to RECs with partners</li> <li>• Co-organising events with TPUs and other trade related organisations</li> </ul> <p>8) Mainstream HIV/AIDS, Gender and Environment into ATPC activities (linked to out</p>	<p><b>5 Active African Knowledge Management Platform</b></p>	<p>4.2. Number of gender-related provisions in common outcomes</p> <p>5.1. Number of stakeholders(m/f) in network and level of interactions</p> <p>5.2. Number of gender and environment stakeholders(m/f) in network</p>	<ul style="list-style-type: none"> <li>• Trained officials are reassigned to other duties</li> <li>• Trained officials are not participating in the negotiations</li> <li>• Other trade related institutions committed partnership with ATPC</li> <li>• ATPC has the capacity to maintain an interactive platform</li> </ul>
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puts 3, 4 and 5) • Studies Sub-regional workshops, & meetings			
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