

EUROPEAN COMMUNITY CONTRIBUTION AGREEMENT WITH AN INTERNATIONAL ORGANISATION

9 ACP RPR 007

The European Community, represented by the Commission of the European Communities, (“the Contracting Authority”) of the one part,

And

The Commonwealth Secretariat (ComSec) with its Head Office at Marlborough House, Pall Mall, London SW1Y 5HX, United Kingdom, (“the Organisation”) of the other part,

have agreed as follows:

Special Conditions

Article 1 - Purpose

- 1(1) The purpose of this Agreement is a contribution by the Contracting Authority for the implementation of the action entitled: **Trade Policy Formulation, Negotiations and Implementation (“Hub and Spokes”) Project** (“the Action”).
- 1(2) The Organisation will be awarded the contribution on the terms and conditions set out in this Agreement, which consists of these special conditions ("Special Conditions") and their annexes.
- 1(3) The Organisation accepts the contribution and undertakes to do everything in its power to implement the Action under its own responsibility.

Article 2 – Entry into force and Implementation Period

- 2(1) This Agreement shall enter into force on the date when the last of the two Parties signs.
- 2(2) The implementation of this Agreement will begin on:
-the first day of the month following the date on which the first prefinancing is paid by the Contracting Authority
- 2(3) The implementation period of this Agreement, as laid down in Annex I, is 48 months (forty-eight).

Article 3 - Financing the Action

- 3(1) The total cost of the Action eligible for financing by the Contracting Authority is estimated at EUR 13,122,731 as set out in **Annex III**.
- 3(2) The Contracting Authority undertakes to finance a maximum of EUR 10,029,272 (*equivalent to 76.43 percent of the estimated total eligible cost specified in paragraph 1*); the final amount will be established in accordance with Article 17 of Annex II.

Article 4 - Narrative and financial reporting and payment arrangements

- 4(1) Narrative and financial reports shall be produced in support of payment requests, in compliance with Articles 2 and 15(1) of Annex II.
- 4(2) Payment will be made in accordance with Article 15 of Annex II; of the options referred to in Article 15(1), the following will apply:

Option 2

Pre-financing:	EUR 1,741,357
Forecast additional annual payment: Year 2 (subject to the provisions of Annex II)	EUR 3,026,922
Forecast additional annual payment: Year 3 (subject to the provisions of Annex II)	EUR 2,687,209
Forecast additional annual payment: Year 4 (subject to the provisions of Annex II)	EUR 2,093,830
Forecast final payment: (subject to the provisions of Annex II)	EUR 479,954
Total	EUR 10,029,272

Article 5 - Contact addresses

Any communication relating to this Agreement shall be in writing, shall state the number and title of the Action, and shall use the following addresses

For the Contracting Authority:

Payment requests and attached reports, including requests for changes to bank account arrangements shall be sent to:

European Commission
 Europe Aid Co-operation Office
 For the attention of the Contracts/Finance Unit (Unit C8)
 Office L41-5/84
 Rue de la Loi 41
 1040 Brussels

Copies of the documents referred to above, and correspondence of any other nature, shall be sent to:

European Commission
 EuropeAid Co-operation Office
 For the attention of Institutional capacity building and Regional Integration Unit (Unit C4)
 Office L41-9/72A

Rue de la Loi 41
1040 Brussels

and to

*The ACP Secretariat
The General Secretary
Avenue Georges Henri, 451
1200 Brussels
Belgium.*

For the Organisation:

Head of the Office of the Deputy Secretary General
The Commonwealth Secretariat
Marlborough House
London SW1Y 5HX
United Kingdom

Article 6 - Annexes

6(1) The following documents are annexed to these Special Conditions and form an integral part of the Agreement:

- Annex I: Description of the Action
- Annex II: General Conditions applicable to European Community grant agreements with international organisations for external aid
- Annex III: Budget for the Action
- Annex IV: Financial identification form
- Annex V: Standard request for payment

6(2) In the event of a conflict between the provisions of the Annexes and those of the Special Conditions, the provisions of the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, the provisions of Annex II shall take precedence.

Article 7 – Other special conditions applying to the action

7(1) The following shall supplement Art. 2 of the General Conditions:

- 7(1)(1) The Organisation shall provide a narrative report to the Trade.Com Steering Committee twice every year. The six-monthly report will follow the template shown in annex VII to the special conditions and will be submitted at least two weeks prior to the meeting taking place.

- 7(1)(2) The Organisation will participate, as contractor and not as voting member, in the Trade.Com Steering Committee meetings.
- 7(1)(3) The Organisation shall elaborate practical guidelines for the Action and shall submit the guidelines to the Trade.Com Steering Committee for consultation within 6 months after the date specified in article 2(1). The guidelines can subsequently be modified, after consultation with the Trade.Com Steering Committee, in order to improve the management of the Action.

Done at Brussels in three originals in the English language, two originals being for the Contracting Authority and one original being for the Organisation.

For the Organisation

.....

[name and title of the individual(s) authorised to sign]

[signature]

[date]

For the Contracting Authority

.....

[name of the official(s)
authorised to sign]

[signature]

[date]

Annex I: DESCRIPTION OF THE ACTION

TRADE POLICY FORMULATION, NEGOTIATIONS AND IMPLEMENTATION (HUB AND SPOKES) PROJECT

1. CONTEXT	6
1.1 Background	6
1.2 Assessment of trade capacity constraints in ACP member states	6
1.3 Response of Development Partners to capacity constraints	7
1.3.1 Trade.Com Facility funded by the European Development Fund	7
1.3.2 Commonwealth Secretariat Pilot Project	8
2. DESCRIPTION OF ACTION	9
2.1 Goal and Purpose of the Action	9
2.2 Description of outputs	10
2.3 Description of activities	10
2.3.1 Recruitment of Regional Trade Policy Advisers and Trade Policy Analysts	10
2.3.2 Regional Trade Policy Advisers	10
2.3.3 Trade Policy Analysts	11
2.3.4 Needs Assessments	11
2.3.5 Training activities:	11
2.3.6 Notification mechanism.	12
2.3.7 Information Sharing and networking.	12
2.3.8 Co-ordination with other activities of the Trade.Com Facility	13
2.4 Direct Beneficiaries	13
3. IMPLEMENTATION OF THE ACTION	13
3.1 Organisation and Management of the Action	13
3.2 Trade.Com Steering Committee meeting	13
3.3 AIF/COMSEC Project Coordinating Committee (PCC)	14
3.4 Commonwealth Secretariat Action Management Committee (C-AMC)	14
3.5 ComSec Action Team (C-AT)	15
3.6 Implementation Team	16
3.6.1 Recruitment procedures	16
3.6.2 Briefing of the Regional Trade Policy Advisers and Trade Policy Analysts	16
3.7 Implementation Schedule	16
3.7.1 The Inception phase	16
3.7.2 Hub and Spokes practical guidelines	17
3.7.3 The implementation phase	18
4. MONITORING	18
5. PRIOR OBLIGATIONS AND PREREQUISITES	19
APPENDIX A – Logical Framework Matrix	21
APPENDIX C – Checklist for Needs Assessment	27
APPENDIX D - Beneficiaries to the Action	29
APPENDIX F – Terms of Reference for Regional Trade Policy Advisers and Trade Policy Analysts	34
APPENDIX G – Implementation Schedule	40

1. CONTEXT

1.1 Background

Trade development has the potential to make a significant contribution to pro-poor growth and sustainable development. Recent estimates¹ suggest that the global annual welfare gains from further multilateral trade liberalisation could amount to between US\$117 billion and US\$173 billion. However, despite major efforts at trade promotion, reform and diversification, many ACP countries have not yet been able to integrate successfully into global markets and hence to participate in the growth-inducing and poverty reducing benefits of trade.

While the reasons for this are multi-fold, a key aspect has been that ACP Governments have limited institutional capacity to take full advantage of the opportunities and benefits offered by globalisation as well as to address the risks. In particular, inadequate trade policy formulation, negotiation, and implementation capacity is reducing the effectiveness of ACP countries in their regional and multilateral trade negotiations. The complexity and level of these trade negotiations will considerably increase over the period 2004-2008 (the implementation period of the project), with many occurring simultaneously. These trade negotiations include preparations for the second phase of negotiations of Economic Partnership Agreements (EPAs) between the European Union (EU) and the various regional groupings of Africa, the Caribbean and the Pacific, the WTO and a variety of regional and hemispheric negotiations.

The multiplicity of these negotiations at different levels will place an even higher premium on the need to strengthen the capacity of ACP countries at the national level to effectively formulate trade policies and to negotiate at the regional and multilateral level to safeguard domestic and regional interests. It will also necessitate the development of coherent trade strategies which link national, regional, and multilateral aspects of trade policy and incorporate the perspectives of key public, private and civil society stakeholders.

1.2 Assessment of trade capacity constraints in ACP member states

The key institutional capacity constraints faced by ACP countries can be summarised as follows:

- Knowledge of multilateral and regional trade policies, institutions and agreements is not as extensive as it should be.
- The knowledge, skill and resource limitations make it difficult for many ACP countries to negotiate effectively, implement trade agreements, meet ongoing trade obligations and defend their trade-related rights.
- Deficiencies in trade-related expertise, analytical skills and negotiating skills are the inevitable product of few staff, limited resources for hiring and training, inadequate experience and high turnover.
- Many ACP countries find it difficult to pursue effective multilateral, regional and bilateral trade policies simultaneously because of these deficiencies.
- Regional trade negotiation arrangements are weak.

¹ World Bank, UNCTAD and the OECD

- There is limited civil society and private sector access to information on international trade developments, issues and agreements.
- Trade policy co-ordination and mechanisms for consultation on trade policy among governments, the private sector and civil society are weak or non-existent in many ACP countries.
- Many ACP countries lack coherent trade development strategies.
- Few staff and limited expertise diminish the effectiveness of the Geneva-based WTO missions of many ACP countries. Many do not have any resident representation in Geneva.
- Few ACP countries have strong, independent institutions capable of performing research and analysis on trade policy matters.

1.3 Response of Development Partners to capacity constraints

The Doha Declaration issued by WTO Ministers in November 2001 identified trade capacity building as a critical element of the development dimension of the multilateral trading system. It also recognised that no single agency or donor could meet the multiple needs of developing countries and that additional partners should be brought on board to help the WTO with trade capacity building.

Since the launch of the Doha round and the negotiations for Economic Partnership Agreements (EPAs), ACP countries have increasingly sought support for trade policy formulation and negotiations from the donor community. The European Commission (EC), the Commonwealth Secretariat (ComSec) and Agence Intergouvernementale de la Francophonie (AIF) have themselves received such request for assistance and have collectively recognised the scale of the challenge faced by ACP countries.

1.3.1 Trade.Com Facility funded by the European Development Fund

In response to requests for assistance from ACP countries and regions the European Commission and the ACP Secretariat prepared the Trade.Com facility to build capacity for trade policy design that would facilitate in the negotiations of EPAs and at the WTO level. Building upon previous EDF experiences with trade support activities and based on wide-ranging needs assessments for trade policy formulation and trade development, the programme aims at assisting ACP countries and regions in identifying priorities in this area and at implementing related pilot projects, taking into account on-going initiatives funded by the Commission, its Member States or other donors. The Trade.Com Facility has three main components:

1. An analytical component – aimed at reinforcing local analytical and research capacities for trade formulation, while encouraging the systematic participation of all stakeholders in the process.
2. Capacity building for trade policy formulation and negotiations intended to provide immediate assistance for ongoing negotiations through the recruitment of a pool of ACP trade experts and the training of ACP negotiators.
3. An institutional capacity building component designed to promote catalytic pilot activities for institutional reinforcement in the area of trade support services (especially an enabling environment to overcome technical and sanitary and phyto-sanitary barriers for trade development).

Component two of the Facility will be co-funded by the EDF with AIF and the ComSec and both organisations will be the Executing Authorities taking due account of the inter-dependence of the other components of the Facility in achieving the Project Goal.

In order to jointly implement the Project, the ComSec and AIF have concluded a Memorandum of Understanding with the objective of ensuring greater coherence and complementarity of their activities. The ComSec and the AIF have agreed that each organisation will address those regions and ACP members where they are best placed to build this capacity. The project has been designed by both organisations.

1.3.2 Commonwealth Secretariat Pilot Project

Component two of the Facility has been modelled on a pilot “Hub and Spokes” project in the Pacific region. This project was commenced in 2000 and was designed to enhance the Pacific region’s limited technical capacity to formulate policy negotiating positions, especially for the EU/ACP EPAs negotiations and WTO and to implement related obligations and rights. Under the pilot project, the following has been provided to date:

- (i) Four Trade Policy Analysts² to assist Governments (Spokes) to undertake trade analysis, formulate trade policy, to assist with the development of negotiation positions and to assist in implementing obligations.
- (ii) A Regional Trade Policy Adviser attached to the South Pacific Forum (Hub) to ensure coherency in trade policy, to deliver trade advice to member countries of the Forum and to develop joint/regional programmes of assistance.

Currently these Trade Policy Analysts focus a large part of their attention on WTO matters with approximately 20% of their time devoted to ACP-EU issues. The results achieved to date have demonstrated that both the Trade Policy Analysts and the Regional Trade Policy Adviser are contributing positively to building capacity at the national and regional levels respectively. The project has for example been instrumental in:

- The formulation of trade policy e.g. the development of a services policy for Fiji and position papers in response to GATS demands by trading partners as well as a policy on services issues in the EPA agreement with the EU.
- The preparation of negotiation positions and development of trade strategies, e.g. the preparation of the Papua New Guinea (PNG) position paper on the Non-Agricultural Market access negotiations prior to the Cancun Ministerial Conference, one of the first times that the PNG has ever made a submission to the WTO on a negotiation issue; developing the PNG response to market open demands in the GATS negotiations.
- Developing effective mechanisms for consultations among key stakeholders and for intra-governmental policy co-ordination e.g. the development of a National Trade Facilitation Committee for Fiji and servicing of the Committee; development of and servicing of the National WTO Committee which covers all multilateral trade policy issues.

² Fiji, Tonga, Vanuatu and Papua New Guinea

- WTO accession process e.g. in Tonga and Vanuatu, the Trade Policy Analysts are accelerating the accession process to the WTO.
- Awareness of the need for a more focused regional approach to World Trade negotiations and highlighting the direct relevance to each Pacific country.
- Preliminary needs assessment for the Pacific Region prior to the launch of the ComSec/European Union Trade Capacity Building Programme.

The pilot phase has also suggested that a principle objective of trade capacity building should be to help developing countries put in place effective and sustainable trade policy frameworks and processes rooted in an overall national development strategy so as to enable them to:

- address a wide range of trade-related challenges and opportunities over an extended period;
- sustain and continue to upgrade trade-related capacities after external assistance has ceased;
- facilitate local “ownership” of trade development efforts.

Some of the key constraints experienced during the pilot project include:

- (a) the location of Trade Policy Analysts within the government “trade machinery” is important to yielding optimal results;
- (b) weakness in capacity and capability of counterparts;
- (c) difficulty in developing clear and coherent policy direction; and
- (d) the importance of strong and regular consultations and communications between the Regional Trade Policy Adviser and the Trade Policy Analysts.

These constraints have been taken into account in the design of Component two of the Facility. For example, prior obligations and prerequisites will need to be fulfilled by participating governments and regional organisations before Regional Trade Policy Advisers and Fellows are fielded in order to maximise project success.

The pilot project will integrate into the larger-scale project once it commences.

2. DESCRIPTION OF ACTION

2.1 Goal and Purpose of the Action

The Logical Framework Matrix (LFM) of the Action is set out in **Appendix A**. The goal of the Action is to promote the effective participation of ACP countries in international trade negotiations and reinforce their capacity to formulate trade policy in compliance with the overall development strategy. The immediate objectives of the Action are twofold:

1. To strengthen the national and regional capacity to effectively participate in trade negotiations through the provision of technical assistance and training to national and regional trade negotiators.
2. To reinforce, at national and regional levels, the capacity to formulate and implement coherent trade policies. These policies should be developed in consultation with the relevant stakeholders and mainstreamed into development strategies and negotiation agendas.

2.2 Description of outputs

The results expected to contribute to achieving the immediate objectives are:

- Enhanced knowledge, skills and awareness of staff in the ministries and organisations responsible for trade policy formulation and negotiations to undertake and manage the varied tasks associated with their responsibilities.
- Establishment of appropriate mechanisms for notification of trade policy measures to WTO.
- Establishment of trade negotiation networks at the national and regional level to be actively used to define trade policy and negotiation positions.
- Establishment of national and regional participatory mechanisms for improved stakeholder consultation and involvement in trade issues.

2.3 Description of activities

2.3.1 Recruitment of Regional Trade Policy Advisers and Trade Policy Analysts

In order to achieve the above, the Action will contract a team of regionally based Regional Trade Policy Advisers and regionally and nationally based Trade Policy Analysts.

The indicative location for the deployment of the Regional Trade Policy Advisers and Trade Policy Analysts is as follows (see Appendix D):

- Six (6) Regional Trade Policy Advisers, one each for AU, COMESA, PACIFIC FORUM, CARICOM, SADC and the OECS Secretariat.
- Four (4) regional Trade Policy Analysts for four regional organisations
- Six (6) Trade Policy Analysts for the Caribbean region.
- Fifteen (15) Trade Policy Analysts for SADC and COMESA regions.
- Four (4) Trade Policy Analysts for the Pacific region.
- Six (6) Administrative Assistants for the six Regional Trade Policy Advisers.

The regional Trade Policy Analysts will cover those ACP countries where the permanent presence of a national trade fellow would not be justified or requested.

In determining which of the requesting ACP countries should receive a Trade Policy Analyst, eligibility criteria will be developed. Preliminary criteria is set out at **Appendix B** and these will be further refined during the inception phase of the project.

The activities associated with the major inputs of the Project are set out below:

2.3.2 Regional Trade Policy Advisers

The main task for regionally based Regional Trade Policy Advisers will be to assist regional member states with Cotonou Agreement trade negotiations and WTO compliance issues, multilateral as well as regional trade negotiations and other trade policy related issues over the next four years (2004-2008). The Regional Trade Policy Advisers will also undertake missions to relevant ACP member states on a twice-yearly basis or as necessary to provide trade policy advice, to assess capacity issues and to review strategic outcomes associated with key negotiations. They will also assist in the needs assessment exercises. Support with developing strategic and coherent positions at the regional level on trade issues will be a

priority responsibility of these advisors. The Regional Trade Policy Advisers will also provide advice to those countries without a Trade Fellow on request. Those countries that are not members of any of the regional organisation in which the Regional Trade Policy Advisers have been stationed but are ACP members will also qualify to benefit from the services of the technical assistance provided to the regional institutions and other related capacity building activities under the Project.

2.3.3 Trade Policy Analysts

Trade research and analysis in support of trade policy development and negotiations associated with priority national trade agendas will be provided by the cohort of Trade Policy Analysts. Trade Policy Analysts will also assist the country in which they are stationed to prepare for and develop its negotiating strategies for trade meetings, such as the Cotonou Agreement, ACP partnerships and the next WTO round.

2.3.4 Needs Assessments

An initial assessment of needs for technical assistance for trade policy formulation and negotiations will be a priority as it will be used to inform which countries should benefit from the services of a Trade Fellow, to inform the work programme of the Regional Trade Policy Advisers and Trade Policy Analysts and determine training needs. Further periodic visits to identify capacity gaps and skills requirements will also inform the design of short term technical advisory inputs and training support. **Appendix C** sets out some of the issues that will be reviewed in making these needs assessment. Any other weaknesses identified during this process that are not directly related to the objectives of the actions will be reported to the Trade.Com PMU in charge of building long term trade research analysis and implementation capacity.

2.3.5 Training activities:

Provision has been made for regional and in-country training events, particularly in the area of negotiating skills, trade policy formulation and implementation. For each participating ACP country and regional organisation, the ComSec, through the Action, will prepare a training needs assessment taking into account other international organisations and donors needs assessment already conducted. Where appropriate, training will be conducted in collaboration with organisations such as UNCTAD, AITIC and WTO. Training will be designed to strengthen the competencies of three target groups:

- National and regional counterparts
- Trade Policy Analysts (where appropriate)
- Government, private sector officials and key civil society stakeholders where appropriate and in coordination with the Trade.Com PMU, in charge of implementation of Component 1 of Trade.Com Facility.

The national and regional training activities will in particular target government officials with responsibility in the specific areas being considered under the WTO agenda and EU/ACP negotiations. Preliminary needs assessments suggest that training may be required in the following areas:

- Addressing trade policy issues of concern to regions.
- Formulation of coherent and inclusive trade strategies and policies.

- Identification of national interests in regional and multilateral trade negotiations.
- Trade negotiations techniques to effectively present and defend national interests while contributing to consensus building.
- Implementation of trade agreements in particular the ACP-EU Economic Partnership Agreements.
- Complying with notification obligations of the WTO.

Every effort will be made to conduct these training activities with national/regional training institutions, including tertiary institutions, in close collaboration with the Trade.Com PMU. The following indicative training activities will be delivered:

- Nine (9) regional workshops/seminars/training sessions.
- Seventy-two (72) national workshops/seminars for 24 national governments.
- Thirty national workshop/seminars in countries without a Trade Fellow.

In addition to formal in-country or within region training (including counterparts) activities, provision has been made for a number of attachments of key trade officials at regional and international organisations, including in Brussels and Geneva. These attachments will be designed to provide the officer with a broad exposure to the working of multilateral trade organisations and to learn from experienced trade negotiators in real situations. Each attachment can be for up to six months and it is estimated that during the project period, up to twenty-four (24) trade officials will be offered an attachment. This programme will be reviewed in the first year to determine its cost effectiveness and impact within the context of broader training activities of Trade.Com.

As an alternative to the attachment programme or as a compliment to it, the ComSec will explore, with the AIF, the possibility of developing a modular trade policy diploma programme and short courses that are accredited by participating ACP Universities and delivered through distance education and in collaboration with national/regional universities.

2.3.6 Notification mechanism.

The Trade Advisers will assist the ACP Governments and regional organisation to organise and conduct awareness programmes on information requirements for notification under WTO Agreements. They, in conjunction with Trade Policy Analysts where appropriate, will advise and assist the Governments to satisfy notification requirements.

2.3.7 Information Sharing and networking.

The government, the private sector and civil society each have a role to play in improving trade performance and strengthening participation in trade policymaking. The project has been designed to take account of this and a key objective will address the need for stronger linkages among key national stakeholders and a more informed private sector and civil society.

The ComSec, through the Action, in close co-ordination with the Trade.Com PMU, will prepare and disseminate material and information on key trade issues and identify appropriate fora and mechanism for national and regional discussions involving key stakeholders. It will also support the effective participation of government officials in this dialogue. Extensive use will be made of information technology to facilitate information sharing and networking and provision has been made to make available computers to each

Regional Trade Policy Adviser and Trade Fellow and to cover the cost of internet access. As such, the project will seek to link policy-makers to formal and informal networks and sources of information on trade related research, analysis and dialogue. Access will also be granted to, among others, the ComSec restricted Trade E-Network web-site and to the AIF discussion forum “Espace Economique Francophone” (EEF) which provides a forum for interactive communication, information exchange and sharing on critical trade policy issues. Where possible these will serve as a “hot-line” facility to provide support to the Regional Trade Policy Advisers and Trade Policy Analysts on trade policy and negotiation issues.

The Regional Trade Policy Advisers and Trade Policy Analysts will also be responsible for developing and supporting these networks for dialogue within their area of responsibility and will identify gaps in available information on which research may be required to ensure stakeholders are fully informed. They will assist in coordinating appropriate consultation mechanisms and facilitate the dissemination of relevant material and information packages. Through regular review and collation of feedback comments from key stakeholders on these mechanisms, governments and regional organisations will be better informed on ways to strengthen this dialogue. It will also provide a mechanism to assess the needs of stakeholders and the impact of trade policies on these groups.

2.3.8 Co-ordination with other activities of the Trade.Com Facility

The ComSec will ensure regular consultations with the Trade.Com PMU on the nature and focus of the assistance programme so that the Trade.Com PMU can fully play its role in coordinating the three components of the Facility and in ensuring consistency of their Actions.

2.4 Direct Beneficiaries

Target beneficiaries of the project will be Regional (economic) Integration Secretariats (RIOs) and their ACP members, including those ACP members that do not belong to any of these regional organizations (see Appendix D). It will also benefit those organisations and government officials charged with the task of designing trade policies, negotiating and implementing trading arrangements as well as businesses, researchers and academics and consumers/general populations in these regions and countries.

3. IMPLEMENTATION OF THE ACTION

3.1 Organisation and Management of the Action

The Commonwealth Secretariat (ComSec) will be responsible for the implementation of the Action in the Caribbean, Pacific and Eastern and Southern Africa regions (mainly English speaking and representing a total of fifty-five (55) ACP countries). The Agence Intergouvernementale de la Francophonie (AIF) will be responsible for the implementation of the Action in West and Central Africa regions (mainly French speaking) - representing a total of twenty-three (23) ACP countries. **Appendix D** provides the list of countries that fall under the respective responsibilities of the Executing Authorities. The management framework, the operational and reporting procedures and the performance and monitoring standards are described in later sections of this document.

3.2 Trade.Com Steering Committee meeting

The role of the Trade.Com Steering Committee includes inter alia:

- Provide guidance to the Trade.Com PMU on the general orientations of the Facility
- Provide guidance on the practical guidelines developed for the Action
- Arbitrate between strategic choices and propose reorientations where necessary within the limits set by the Financing Agreement
- Analyse and comment on progress reports prepared by the PMU, the ComSec and AIF as well as progress reports on projects and actions funded by the Facility in the various countries or regions

The ComSec shall participate as contractor without voting right in the Trade.Com Steering Committee meetings as specified in Article 7 of the Special Conditions to present the relevant reports, including work plans, submitted to the contracting authority.

3.3 AIF/COMSEC Project Coordinating Committee (PCC)

The Executing Authorities will establish a Project Coordinating Committee (PCC) with responsibility for policy guidance, coordination between the two Executing Authorities and among all participating institutions and member states, and with all stakeholder groups involved in the Action. The PCC will meet twice a year and endorse the Action annual work plans and budget for final submission to the Trade.Com Steering Committee, review progress and performance across all activities and provide advice and guidance on forward directions and work priorities. It shall also review and strengthen as required, consultation and coordinating arrangements for the Action. The PCC will provide the necessary reports and progress information to the Trade.Com Steering Committee in accordance with the general and special conditions of the contribution agreement.

The PCC will also review and endorse the six-monthly reports from the AIF and ComSec Action Teams as well as the policy and strategic implications of the Action Work Plans and Budgets drafted by each organisation's Action Team before these are sent to the Trade.Com Steering Committee for information. The PCC will also facilitate overall Action implementation.

The PCC will be co-chaired by the Deputy Secretary General of the ComSec and the Director General of the AIF. Membership will include representatives of the participating Regional Organisations and the ACP Secretariat. Representatives of the EC, the PMU of Trade.Com and other relevant organizations will be invited to sit as observers on the PCC with the right to speak. The Managers of the AIF Action Team and ComSec Action Team will constitute the secretariat of the PCC.

3.4 Commonwealth Secretariat Action Management Committee (C-AMC)

The Commonwealth Secretariat will establish an internal Action Management Committee (C-AMC) to guide the work of the Secretariat's Action Team (C-AT), to ensure complementarity with other trade and trade-related capacity work of the Secretariat, to advise on cross-cutting issues as well as to ensure that Action activities are implemented in accordance with special and general conditions of the contribution agreement. Advice on technical and quality assurance aspects of Action implementation will also be provided to the C-AT through the C-AMC. The C-AMC will consist of the relevant technical and

management areas within the Secretariat and will be chaired by the Deputy Secretary-General. It will meet as required, but no fewer than four times per year, to review progress, to endorse work plans and budgets within the overall PCC framework, and to monitor the administrative and management arrangements established and operating for the Action. This will specifically include procedures relating to recruitment, procurement, financial management, human resources management and accountability. The C-AMC will review all reports prepared by the C-AT and endorse all documentation to be submitted to the annual meeting of the PCC.

3.5 ComSec Action Team (C-AT)

The Commonwealth Secretariat will establish an Action Team (C-AT) with responsibilities for the effective and efficient implementation of the project. The C-AT will be supervised by the Head of the Office of the Deputy Secretary General and will include an Action Manager, an Assistant Action Manager and an Administrative Assistant. **Appendix E** outlines the terms of reference for the Action Manager and other officers assigned to the Action Team.

Within the framework of the overall and annual work plans for the Action and disbursement schedules approved by the PCC, the C-AT will have overall responsibility for managing the technical, administrative, financial and human resources aspects related to the Action co-ordination, implementation and management. The C-AT will undertake the following tasks:

- Prepare the initial plan of work, associated budget and implementation schedules and guidelines for operating procedures for the Action for the approval of the C-AMC and the PCC;
- Ensure the efficient and effective management of all financial, personnel and administrative affairs;
- Execute the activities as approved by the C-AMC and by the PCC;
- Recruit technical personnel and supervise their placement and operations in the field, including preparation of performance assessments;
- Liaise with technical advisors and other consultants to ensure there is an effective network of international, regional and local research institutions and universities to assist in the design and delivery of capacity building and other training activities.
- Ensure that Action activities are well coordinated and that necessary pre-conditions are met concerning post-project operation, maintenance and sustainability;
- Prepare and provide to the appropriate management authorities standardized progress and performance reports (at least six-monthly reporting to the PCC, more frequently to the C-AMC) on technical, financial, and administrative aspects of the use and impact of resources under the Action, including an annual report and forward work plan and budget and in the final year, a proposal for phasing out Action activities and preparations for post-project situation;
- Provide secretariat services to the PCC;
- Inform the C-AMC, the AIF, the ACP Secretariat and the European Commission of any event which might jeopardize the success of the Action.

Based on the work-plans prepared by the Trade Advisers and Trade Policy Analysts, the C-AT will prepare a consolidated yearly work-plan for approval by the PCC. The yearly work plan will lay out the foreseen schedule of activities with clear monitoring indicators.

It is important that the participating regional organisations and countries have ownership of the project. Therefore, the ComSec will maintain regular contact with the regional secretariats and governments involved and continually encourage them to work towards the fulfilment of the objectives.

3.6 *Implementation Team*

The Action will be implemented through a network of Regional Trade Policy Advisers and Trade Policy Analysts in the field who will provide technical and policy advice and support to capacity building activities in ACP member states and regional organizations. Trade Policy Analysts will be located in the appropriate ministry of each participating ACP member, and these will be supported by Regional Trade Policy Advisers and Administrative Assistants placed within key regional organizations. The Terms of Reference for the Regional Trade Policy Advisers and Trade Policy Analysts is set as **Appendix F**.

3.6.1 *Recruitment procedures*

The Regional Trade Policy Advisers and Trade Policy Analysts shall be recruited in close collaboration with the beneficiaries, i.e. the secretariats of the beneficiary regional organisations and the countries respectively. A shortlist of candidates with the relevant skills and experience will be drawn up. Selection by the constituted selection committee will be made on the basis of application forms received from the prospective candidates together with the accompanying CVs.

The detailed recruitment procedures shall be described in the Hub and Spokes practical guidelines.

3.6.2 *Briefing of the Regional Trade Policy Advisers and Trade Policy Analysts*

Regional Trade Policy Advisers and Trade Policy Analysts will receive a comprehensive briefing prior to taking up their posts. The briefing will be conducted by the ComSec and where appropriate in collaboration with other relevant organizations. The briefing will focus on the Action, the work of various organisations on trade, trade related issues and regional cooperation. They will also be fully briefed on the management and operating procedures associate with the Action and on their roles and responsibilities with respect to implementation of Action activities. The Regional Trade Policy Advisers and Trade Policy Analysts will also be informed about their relations with the National and/or Regional EDF Authorising Officers and EC Delegations and about the visibility rules regarding EC funded cooperation programmes. Reporting arrangement including financial reporting requirements will be a particular focus of the briefing. Regional Trade Policy Advisers and Trade Policy Analysts will be provided with a computer and associated network links to ensure that they are able to effectively communicate with the ComSec, with the AIF, and to participate within the wider EU/ACP networks and efficiently conduct their work. A meeting of Regional Trade Policy Advisers and Trade Policy Analysts will be convened annually to discuss project constraints, trade policy issues and as a forum for the exchange of best practice and information sharing. The costs and benefits of such meetings will be assessed following the first meeting.

3.7 *Implementation Schedule*

3.7.1 *The Inception phase*

A detailed implementation schedule will be prepared during the initial inception period of three months on the basis of the indicative implementation schedule shown in **Appendix G** (commencing with the establishment of the C-AT within the ComSec).

Key start-up activities include:

- Establishment of and first meeting of C-AMC – month 1;
- Establishment of and first meeting of PCC – month 1;
- Finalisation of eligibility criteria for Trade Policy Analysts – month 1;
- Preparation of practical guidelines –by month 4
- Revision of the implementation schedule and logframe – by month 4
- Recruitment of Regional Trade Policy Advisers – by month 4;
- Needs assessment for Trade Policy Analysts – by month 7
- Preliminary Training needs survey – by month 7;
- Recruitment of all Trade Policy Analysts – by month 12;

In addition to preparation of implementation, resources and monitoring schedules during this initial period, the C-AT will focus on recruitment of the key project personnel, the Regional Trade Policy Advisers and the Trade Policy Analysts.

The C-AT will review and confirm the eligibility criteria for the establishment of a Trade Fellow in a requesting ACP member state and prepare recommendations for additional placements of Trade Policy Analysts. It is anticipated that all Regional Trade Policy Advisers will be recruited within 4 months of the start of the Action and all Trade Policy Analysts within 12 months of start of Action.

As the existing Trade Policy Analysts, presently independently funded by ComSec, will need to be integrated in the network and may need their contracts extended before early 2005 until the end of the project, and the balance of the Trade Policy Analysts are to be in place within 12 months of start of Action, decisions on recruitment will need to be made during this phase.

The ComSec Action Management Committee (C-AMC), formed of key representatives from within the Secretariat, will meet within this period. This first meeting of the C-AMC will consider the practical guidelines developed by the C-AT for the Action, review the draft overall work plan and budget and endorse the recruitment procedures and associated consultations undertaken by the C-AT with participating countries and regional organizations for the Trade Advisers and Trade Policy Analysts.

The first meeting of the Project Coordinating Committee (PCC) will be scheduled shortly after approval of the Action.

3.7.2 Hub and Spokes practical guidelines

The ComSec will prepare practical guidelines for the Hub and Spokes Project. These guidelines will be prepared in close consultation with AIF and all efforts will be made to ensure that the various guides (ComSec, AIF and Trade.Com) are coherent. The Hub and Spokes guide will be presented to the Trade.Com Steering Committee for comments. This will be undertaken during the inception phase of the project.

The practical guidelines will provide guidance to all persons involved in the implementation of the Hub and Spokes Project, and in particular to the beneficiaries, the Regional Trade Policy Advisers and the Trade Policy Analysts, on a number of aspects related to project implementation including:

- the prerequisites for countries and regional organizations to benefit from the Hub and Spokes Project, the procedure to process their requests and the Memorandum of Understanding between ComSec/AIF and the beneficiary
- terms of reference of the Trade Advisers and Trade Policy Analysts
- the procedures for the recruitment of Trade Policy Analysts and Regional Trade Policy Advisers
- the role of the AIF/ComSec Project Coordinating Committee (PCC), the ComSec Action Management Committee (C-AMC) and the ComSec Action Team (C-AT)
- detailed implementation and monitoring mechanisms
- the reporting modalities, both internally and vis à vis the Trade.Com Steering Committee, including the structure of the reports to be submitted and the performance indicators
- the information and publicity on Regional Trade Policy Advisers and the Trade Policy Analysts actions
- the interaction with the National/Regional Authorising Officers of the EDF
- the interaction with the EC Delegations
- the interaction with the other components of the Trade.Com programme and the Hub and Spokes Project

3.7.3 The implementation phase

With the placement of the six Regional Trade Policy Advisers, the main focus of the Action in the first year will be on undertaking the needs analysis to develop the programme of capacity building and trade policy advisory support. Training needs and attachments will also be identified for participating member countries. These assessments should be completed within seven months from Action start. This information will be important in developing the annual work plans for each Regional Trade Policy Advisers and the Trade Policy Analysts and the C-AT will need to ensure these are consolidated into a cohesive overall annual work plan for submission to the first meeting of the Project Coordinating Committee.

The annual implementation schedule, prepared by the C-AT and approved by the C-AMC and then the PCC, will form the basis of the overall schedule of work. Each annual work plan will be prepared for approval sufficiently in advance of the year to allow any necessary adjustment and budget reallocations to be made efficiently and without disruption to implementation activities. This will be particularly important where new recruitment or extension of contracts is a necessary pre-condition for the smooth continuation of activities.

4. MONITORING

Monitoring Action progress and implementation will be a continuous role of the C-AT. The Action Logical Framework (LFM) sets out the outputs and the relevant indicators that will be used to monitor progress. The LFM will be refined further during the inception phase of the project. The yearly work plans will identify the specific indicators for within year monitoring and these will be reported upon in progress reports.

Periodic monitoring missions will be undertaken by the C-AT to review performance against objectives and to make more detailed assessments of performance at the country level. The C-AT will be responsible for ensuring that Action implementation meets quality assurance standards.

In addition, ongoing monitoring of implementation and performance against the objectives will be carried out at a number of levels:

- The C-AT, in consultation with the Regional Trade Policy Advisers and host governments, will be responsible for monitoring the work program of the Trade Policy Analysts in accord with the agreed annual work plan. Indicators and targets will be established as part of the yearly work plans. If necessary, country visits to assess progress and to liaise with stakeholders will be part of the approach.
- The Trade Policy Analysts will be responsible for assessing progress in terms of the agreed annual work plan developed in collaboration with the participating member country. Reports will be provided twice yearly to the C-AT and to the Regional Trade Policy Adviser.
- The C-AT will review the progress reports coming from Regional Trade Policy Advisers and the Trade Policy Analysts. On the basis of these reports, and in the context of project priorities, the C-AT will undertake separate monitoring missions each year. The focus of these monitoring exercises will be to review overall progress against the LFM and its objectives, and to assess performance in areas not covered by field staff or where problems or constraints are affecting implementation.

5. PRIOR OBLIGATIONS AND PREREQUISITES

ComSec and AIF have signed a Memorandum of Understanding setting out how they will collaborate in jointly implementing the Hub and Spokes Project. A copy of the signed Memorandum will be sent to the European Commission and the ACP Secretariat for information purposes.

The C-AT will be established at the start of the project to ensure its smooth implementation. This project team will include a French speaking person, functional knowledge of Portuguese, Spanish or Dutch will be an additional asset.

During the inception phase of the project (first three months), a Memorandum of Understanding (MOU) between the Commonwealth Secretariat and participating states and organisations will be finalised. The MOU will require each recipient organisation or government to provide office space to the Regional Trade Policy Adviser or Trade Fellow. It will also require counterpart staff to Trade Policy Analysts to be identified to facilitate knowledge transfer.

Participating governments will need to make a commitment to place Trade Policy Analysts in the Ministry/Department that has primary responsibility for trade policy formulation and negotiations before a Trade Fellow will be fielded in order to maximise project success

Each regional organisation hosting a Regional Trade Policy Adviser will be required to identify a counterpart(s) to ensure sustainable skills transfer and capacity building. It is expected that counterparts would be officials responsible for or contributing directly to

ACP/EU trade relations, WTO issues or to trade policy issues in general and be employed specifically for that purpose.

Each government hosting a Trade Fellow will, before their deployment, be required to identify a counterpart(s) to the Trade Fellow to ensure sustainable skills transfer and capacity building. It is expected that counterparts would be officials responsible for or contributing directly to ACP/EU trade relations, WTO issues or to trade policy issues in general and be employed specifically in the responsible Ministry or government department. The participating governments will be requested to ensure that the counterpart remains in the Ministry for at least the duration of the project. The principle of cost-sharing will be pursued to ensure ownership and ongoing commitment.

APPENDIX A – Logical Framework Matrix

Hierarchy of objectives	OVIs	Means of Verification	Assumptions
<p>TRADE.COM GOAL: (General Objectives)</p> <p>To promote sustainable development and to contribute to poverty reduction in the ACP countries through regional integration and their smooth and gradual integration into the world economy</p>	<ul style="list-style-type: none"> • Increased share of ACP exports in world trade • Diversification of ACP export base and reduced dependence on a few primary commodities • Increased share of exports in ACP countries GDP • Increased growth without deterioration in the income distribution of ACP countries • Trade issues mainstreamed in Poverty Reduction Strategies or Development Strategies/Plans(for at least 70% of participating countries) 	<ul style="list-style-type: none"> • International Trade Statistics (UNCTAD – IMF) • International Human Development Indicators (WB-UNDP) • Reviews of PSRP and PRSP and development plans. 	<p>No disruptive regional or international economic, environmental or political crisis</p> <p>International Trade negotiations are successfully concluded and take account of ACP concerns.</p> <p>ACP countries have the productive capacity to take advantage of negotiated trade benefits such as greater market access for their goods and services.</p> <p>Other development bottlenecks and governance issues do not preclude the realisation of the gains from trade</p>
<p>PROJECT GOAL (Highest level specific objective)</p> <p>Promote the effective participation of ACP countries in international trade negotiations and reinforce their capacity to formulate trade policy in compliance with the overall development strategy.</p>	<ul style="list-style-type: none"> • Positive feedback from ACP Trade Ministers and Regional Integration Organisations. • Key areas of trade interests of ACP regions accepted by EU • Key areas of trade interests of ACP countries reflected in WTO Declarations/ Agreements • Outcomes of both EPAs and Doha development agenda provide greater global market access for ACP goods and services. • At least 70% of Project's trade negotiation performance targets at the purpose & output level achieved by end of project 	<ul style="list-style-type: none"> • Reports of ACP Council of Ministers and its trade committee • Communiqués of regional groupings • Responses to project questionnaires circulated to Trade Ministers/ Officials on their assessment of trade negotiations • EPA Agreements • WTO Declaration & reports • Doha Declaration & Reports • Evaluation Study of Trade.Com Facility • Project Completion Report 	<p>Component 1, 2 & 3 of Trade.Com Facility deliver to time and quality standards and achieve desired outcomes.</p> <p>Other donors deliver trade policy assistance to time and quality standards and achieve desired outcomes.</p> <p>International Trade negotiations are successfully completed within agreed time frameworks and take account of ACP concerns</p> <p>ACP members agree collective mechanisms to spearhead their EPA negotiations and outward-oriented regional strategies.</p> <p>International Trade negotiations are successfully completed within project life.</p>
<p>PURPOSE (Specific Objectives)</p>			

Hierarchy of objectives	OVIs	Means of Verification	Assumptions
<p>1.- To strengthen the national and regional capacity to effectively participate in trade negotiations through the provision of technical assistance and training to national and regional trade negotiators.</p>	<ul style="list-style-type: none"> • Increased number and quality of submissions/interventions by ACP countries to the General Council of WTO and its subsidiary bodies • Enhanced dialogue with and exchanges between capitals and WTO-based representatives and regional negotiating machineries. • Well articulated and timely prepared regional mandates and negotiation positions for EPA negotiations • Key interlocutors (EU & WTO) indicate enhanced ability of ACP members to negotiate on trade issues and priorities. • ACP members' trade interests are increasingly reflected in trade agendas and considered during international trade discussions. • Coherence in the negotiating positions of ACP members and regions. • Increased number of officers capable of contributing to trade negotiations • Negotiation positions formulated within time framework and address key national issues. 	<ul style="list-style-type: none"> • WTO meeting reports • Submissions by ACP countries to WTO • Reports of Geneva based ComSec Senior Trade Adviser • WTO trade policy reviews • Regional mandates endorsed by regional members. • Reports of regional organisations and regional Regional Trade Policy Advisers. • Project Completion Report • Statements and other feedback from key agencies and trade negotiating partners. • Reports on negotiations • Meeting agendas and time devoted to discussion on key items. • Project progress reports. • Mid-term review of project • Project Progress reports and reports of other monitoring bodies • Training reports • Project reports • Records of negotiations. • Other mission reports. 	<p>ACP members continue to give priority to reducing trade barriers and establishing coherent international trade rules.</p> <p>International trading relationships continue to provide access for ACP members and reasonable entry points for dialogue and negotiations on priority trade issues.</p> <p>International trade rules and conventions do not breakdown or become unpredictable.</p> <p>ACP trade ministries recruit and support skilled and motivated staff.</p> <p>Trained Staff continue to work in the ministry/organisation for a reasonable period after training.</p> <p>Governments adhere to trade policies and provide sufficient resources and direction for implementation.</p> <p>International trade groups and external political and economic interests do not prevent ACP members' priority trade issues from inclusion in trade dialogue and on meeting agendas.</p>
<p>2.- To reinforce, at national and regional levels, the capacity to formulate and implement coherent trade policies. These policies should be developed in consultation with the relevant stakeholders and mainstreamed into development strategies and negotiation agendas.</p>	<ul style="list-style-type: none"> • Regional organisations requested to assist their ACP members in trade policy areas. • Enhanced quality of existing trade policies and the development of new ones • Increased number of officers capable of contributing to national trade policy formulation and implementation • Implementation of trade obligations within 	<ul style="list-style-type: none"> • Project progress reports. • WTO trade policy reviews • National laws and policies • Government Gazette • Mid-term review of project • Training reports 	<p>ACP members and regional organisations provide adequate resources and ongoing commitment to strengthening trade policy capacity.</p> <p>Governments and regional organisations are committed to engaging with key stakeholders in trade policy formulation.</p>

Hierarchy of objectives	OVIs	Means of Verification	Assumptions
	<p>agreed time frames</p> <ul style="list-style-type: none"> • Trade ministries, regional organisations and other stakeholders produce better quality trade papers and analytical reports. • Mechanism for regular consultations with NSA are established. • At least 70% of Project's trade negotiation performance targets at the purpose & output level achieved by end of project. 	<ul style="list-style-type: none"> • Trade related legislation enacted by ACP countries • Trade Policy reviews • Briefings papers and reports • JITAP and IF reports • Reviews of PSRP and PRSP and development plans. 	<p>Trade expertise exists at the national and regional level.</p> <p>Trained Staff continue to work in the ministry/organisation for a reasonable period after training.</p>
OUTPUTS (Short-term Results)			
<p>1. Improved skills, knowledge and awareness of officials and stakeholders on trade and trade-related issues.</p>	<ul style="list-style-type: none"> • Initial national and regional needs assessment prepared and approved by December 2004. • Appropriate skills upgrading and training activities designed and delivered for 24 counterparts and more than 2,000 trade officials and stakeholders over 4 yrs. • At least 70% of staff assesses training and other support as useful against agreed rating scale. • Sensitivity of training officials to gender issues 	<ul style="list-style-type: none"> • Training needs assessment (survey) reports. • Training completion reports. • Training evaluation reports. • Gender issues raised in policy documents 	<p>Capacity building programmes are relevant, address the specific needs of ACP members and are accessible to key staff.</p> <p>Skilled and motivated staff is assigned to trade units in ACP members.</p> <p>Training programmes are relevant to trade policy issues</p> <p>Increased awareness and knowledge results in changed attitudes and more focused attention to national and regional trade matters.</p>

Hierarchy of objectives	OVIs	Means of Verification	Assumptions
<p>2. (a) Trade negotiation networks established at national and regional level and actively used to define trade policy and negotiation positions.</p> <p>2 (b) Regular and participatory consultation mechanisms for stakeholder involvement in trade issues established and operational at national and regional levels.</p> <p>3 Notification mechanisms on trade measures in place</p>	<ul style="list-style-type: none"> • Existence of and/or meetings of network groups • No. of and types of issues raised via e-network website and frequency of use (No. of hits) • Degree of participation and exchanges between researchers, policy makers, NGOs and others. • Number, location and format of meetings. • Quality of briefings and consultations. • Consistent quality and timeliness of policy papers generated • Reduced reliance on external support for policy formulation • Increased participation of stakeholders in trade dialogue • Access to networks by stakeholders. • Consultative coordination meetings established and discussions held regularly. • Type, number and quality of Information packages and position papers on emerging trade issues prepared regularly • Ready availability of appropriate information for key stakeholders to assist their participation in trade dialogues. • Regional consensus achieved on priority issues. • Issues papers prepared by Regional Trade Policy Advisers and Fellows • Notifications received by WTO 	<ul style="list-style-type: none"> • Report of meetings • E-network computer records • Feedback from ACP member governments on capability/ quality of work of trade ministry officials • Project reports and documentation. • Feedback and focus group reporting from stakeholders. • Analysis of no. of and type of requests for assistance made to regional-based trade advisers over time. • Regular publication of briefing papers. • Local press coverage of trade related issues • WTO trade policy reviews and reports 	<p>Network Users have access to the internet and computers Regional and ACP interests do not dilute or prevent collaborative efforts to address trade issues.</p> <p>National and regional interests do not dilute or prevent collaborative efforts in focusing on priority trade issues.</p> <p>Governments are committed to a wider (inclusive) national trade dialogue. Information can be easily accessed and stakeholders are able to participate in and contribute to national and regional dialogues on trade issues.</p>
<p>ACTIVITIES</p> <p>Recruitment</p> <ul style="list-style-type: none"> • Finalise TOR for Regional Regional Trade Policy Advisers & Trade Policy Analysts and advertise posts. 	<p>INPUTS</p> <p>Project Personnel - €8,583,395</p> <p>Six (6) regional advisers, one each for AU,</p>		<p>Pre-Existing Conditions</p> <p>ACP countries agree to participate in</p>

Hierarchy of objectives	OVIs	Means of Verification	Assumptions
<ul style="list-style-type: none"> • Assess applications for Regional Trade Policy Advisers & Trade Policy Analysts based on eligibility criteria. • Recruit and manage Regional Trade Policy Advisers & Trade Policy Analysts. • Training needs • Undertake needs assessment in ACP member states and review those submitted by Regional Trade Policy Advisers and Trade Policy Analysts. • Advice on networks • Identify key stakeholders who have roles in contributing to discussions about trade policy and development of national interests • Provide advice and assist governments in developing broad-based networks which private and community sector groups can access. • Advise on notification mechanisms • Organise and conduct awareness programmes on information requirements for notification under WTO Agreements. • Provide advice and assist Gvts to satisfy notification requirements. • Implementation of training and consultations • Conduct training and capacity building programmes for trade officials, counterparts, Trade Policy Analysts and stakeholders. • Conduct training programme for ACP negotiators including in Geneva • Organise and conduct national trade awareness seminars and workshops for stakeholders. • Operational arrangements • Procure and install computer equipment and other services as required. • Undertake needs assessment missions and project monitoring missions • Coordination activities • Coordination with PMU, SC, other Donors • Financial management • Manage funding of project and periodically review project performance • Undertake annual audit 	<p>COMESA, PACIFIC FORUM, CARICOM, SADC and the OECS Secretariat. Four (4) Trade Policy Analysts at four Hubs. Six (6) Trade Policy Analysts for the Caribbean region. Fifteen (15) Trade Policy Analysts for SADC and COMESA regions. Four (4) Trade Policy Analysts for the Pacific region. Six (6) Administrative Assistants for the six Hubs.</p> <p>144 p/months of Project Management Unit Staff Other ComSec professional Inputs</p> <p>Seminars/workshop - €3,029,940</p> <ul style="list-style-type: none"> • Thirty-six (36) m/m TA training/seminars • Nine (9) regional workshops/seminars/training sessions. • Seventy-two (72) national workshop/seminars for 24 national governments. • Thirty (30) national workshops/seminars in countries without a Trade Fellow. <p>Travel and Administrative Costs (e.g. Communication and Equipment costs of PMUs) - €1,150,203</p> <ul style="list-style-type: none"> • PMU/ComSec professional missions • PCs and Internet connection <p>Audit & Contingency - £359,193</p>	<ul style="list-style-type: none"> • Selection Committee Reports for short listed candidates • Government and Regional Organisations letter advising of preferred candidates for assignments • Letters of Appointment for Regional Trade Policy Advisers, Trade Policy Analysts and Administrative Assistants. • Letters of Appointment for PMU staff • Six monthly reports • End of Assignment Questionnaires • Back to Office Reports • Electronic Communications with Regional Trade Policy Advisers and Trade Policy Analysts 	<p>project and sign MOU setting out their responsibilities</p> <p>Governments provide counterparts, local costs and support</p>

APPENDIX B – Preliminary Eligibility Criteria for Receiving Trade Policy Analysts

- An assessment of national needs and capacity constraints conducted by the Regional Trade Policy Adviser and/or C-AT with priority given to those countries experiencing significant capacity constraints with addressing Cotonou Agreement negotiations/implementation issues and other negotiations (e.g. WTO).
- The number of staff working on trade policy issues and negotiations in the Ministry/organisation of attachment (Ministries with weak capacities will be given priority).
- The development status of the requesting country (e.g. priority will be given to those countries which have a low HDI status, LDCs or low-income countries and/or are small vulnerable states).
- Whether there are other development partners providing similar assistance to the country and Ministry concerned.
- Commitment to appointing a counterpart(s) and to project sustainability.
- Acceptance of the MOU between the ComSec and the participating Government.
- When the request was received (first come first serve basis).

APPENDIX C – Checklist for Needs Assessment

Trading environment

- How important is trade and foreign investment to the country/region?
- What are the key products and markets?
- How have trading patterns evolved?
- How much government revenue comes from trade taxes?
- What are the main external barriers for export development?
- Are technical product standards a problem in export markets?
- What are the main domestic constraints facing traders?
- Is trade development a high national priority?
- Is it reflected in the Poverty Reduction Strategy Paper (PRSP)?

Trade policy and strategy

- Is there a clear trade policy and trade development strategy?
- How has the policy evolved?
- What are the key trade policy issues at present?
- What are the main trade policy instruments?
- What defence measures, tariffs and subsidies are in place?
- What is the regulatory framework affecting trade and foreign investment?
- Is trade policy considered in parallel with other development policies?

Institutional arrangements

- Who is in charge of trade policy?
- How are roles divided within government?
- What are the mechanisms for co-ordination between Ministries and within the national /regional context?
- What are the decision making processes?
- How are consultations undertaken on trade policy issues outside government?
- What policy research and analysis is undertaken? By whom for what?
- What role have trade officials had in preparing national development strategies?
- What are the mechanisms for co-ordination at the national and regional level?
- Is there enough national/regional capacity to do trade policy? Where are the bottlenecks?
- Are resources sufficient? Have extra requirements been identified?
- What capacity is there outside government?
- Can the services of a Trade Fellow or Regional Regional Trade Policy Adviser assist in overcoming these bottlenecks? How?

MTS negotiating and implementation capacity and awareness of trade issue

- How much awareness is there about EPAs, WTO and the multilateral trading system?
- Are their difficulties implementing EPA and WTO Agreements? What are the capacity constraints?
- Have adequate preparations been made for the EPAs and WTO negotiations?
- Is the country/region able to participate actively in the WTO?
- How active is the country/region in setting international product standards?
- Are regional and bilateral trade agreements delivering benefits?

Regional Framework

- What are the opportunities and challenges for regional integration?
- Do regional organisations play an important role? In what areas? What is their designated role – for which set of countries?
- What are the country's/region's key objectives for future trade negotiations?

Role of Development Co-operating partners

- Have donors agreed an assistance strategy for trade development? At the national or regional level?
- Are donors currently providing TPTC or related programmes? Who is or will be providing assistance in what areas? What strategic gaps are there?
- What role can the “Hub and Spokes” project play in the national/regional trade policy process (analysis, formulation, negotiation, implementation)?

APPENDIX D - Beneficiaries to the Action

		Action management	Regional Hubs	Regional Spokes	National Spokes	
Total		4 ³	9	7	41	
Administrative support staff		2	7			
COMMONWEALTH SECRETARIAT						
<i>Montserrat</i> ⁴						
Antigua & Barbuda	OECS					
Commonwealth of Dominica						
Grenada			1	1		
St Kitts & Nevis						
St Lucia						
St Vincent & the Grenadines						
Bahamas	CARICOM		1		6	
Barbados						
Belize						
Guyana						
Jamaica						
Suriname						
Trinidad & Tobago						
Haiti						
Dominican Republic ⁵						
Cuba ⁶						
THE AGENCE INTERGOVERNMENTAL DE LA FRANCOPHONIE						
Benin	ECOWAS					
Burkina Faso						
Cape Verde						
Côte d'Ivoire						
Gambia						
Ghana						
Guinea (Conakry)			1	1		
Guinea Bissau						
Liberia						
Mali						
Niger						
Nigeria						
Senegal						
Sierra Leone						
Togo						
Mauritania ⁷						
Cameroon	CEMAC					
Central African Republic						
Congo (Brazzaville)			1			
Gabon						

³ The ComSec Action Team will comprise of an Action Manager and an Assistant Action Manager and the same will apply for AIF.

⁴ Not a direct beneficiary to the Action.

⁵ Not a Caricom member but will be covered by the ComSec and will benefit from the services of the Regional Trade Policy Adviser at the Caricom Hub.

⁶ Not yet signatory to the Cotonou Agreement.

⁷ Not a member of ECOWAS but will be covered by AIF and will benefit from the services of the Regional Trade Policy Adviser at ECOWAS Hub.

		COMMONWEALTH SECRETARIAT			
Equatorial Guinea					
Chad					
Sao Tome & Principe ⁸					
		COMMONWEALTH SECRETARIAT			
Somalia ⁹					
Egypt ¹⁰					
Burundi					
Comoros					
Djibouti					
Eritrea					
Ethiopia					
Kenya					
Madagascar					
Rwanda					
Sudan					
Uganda	COMESA	1	1	15	
Angola					
Democratic Republic of Congo	AU	1			
Malawi					
Mauritius					
Namibia					
Seychelles					
Swaziland					
Zambia	SADC	1	1		
Zimbabwe					
Botswana					
Lesotho					
Mozambique					
Tanzania					
South Africa ¹¹					
		COMMONWEALTH SECRETARIAT			
Cook Islands					
Federated States of Micronesia					
Fiji					
Kiribati					
Marshall Islands					
Nauru					
Niue	Pacific Forum	1	1	4	
Palau					
Papua New Guinea					
Samoa					
Solomon Islands					
Tonga					
Tuvalu					
Vanuatu					
Australia ¹²					
New Zealand ¹³					

⁸ Not a member of CEMAC but will be covered by AIF and will benefit from the services of the Senior Adviser at CEMAC Hub.

⁹ Not a member of COMESA but will be covered by ComSec and benefit from the services of the Senior Adviser at the COMESA Hub (when the security situation improves)

¹⁰ Not a Member of ACO but belongs to COMESA regional grouping, therefore not a direct beneficiary to the project.

¹¹ Qualified Member of the ACP but not beneficiary of the 9th EDF and of the project.

¹² Not a beneficiary though a member of PIF.

¹³ Not a beneficiary though a member of PIF.

APPENDIX E - Terms Of Reference For The Commonwealth Action Team

Head of Office - Secretary-General's Office CS4 Office of Deputy Secretary-General (Winston Cox)

Report to: Deputy Secretary-General (Winston Cox)

General Information

Office of the Deputy Secretary-General (WC)

The Deputy Secretary-General (DSG) is responsible for the Economic Affairs Division, Governance and Institutional Development Division, Social Transformation Programmes Division, and Special Advisory Services Division.

Job summary

The Head of the office will assist the Deputy Secretary-General (DSG) in the discharge of his responsibilities and also supervise the management of the Project Management & Referrals Unit and the Trade Capacity Building Project Management Unit.

Task description

The Head of DSG's Office will:

- Review policy recommendations made to the DSG analysing their political and operational implications among others;
- Develop and formulate new policy guidelines for specific initiatives for the consideration of the DSG ;
- Supervise the management of the Project Management & Referrals Unit.
- Supervise the management of the Trade Capacity Building Project Management Unit.
- Co-ordinate the strategic planning and budgeting exercises for the divisions reporting to the DSG;
- Prepare speeches, reports, articles etc for the DSG;
- Co-ordinate the performance appraisal system for the DSG's area of responsibility;
- Liaise with divisions under the DSG's area of responsibility;
- Manage the office staff of the DSG.
- Perform other duties that may be assigned by the DSG.

Action Manager -Secretary-General's Office (Trade Capacity Building Project – Hubs & Spokes)

Report to: Head of Deputy Secretary-General (Winston Cox)'s Office

Job summary

The Action Manager will be responsible for the overall successful implementation of the project.

Task description

The Action Manager will:

- coordinate communication and contacts between Regional Regional Trade Policy Advisers and Commonwealth Trade Officials and the Secretariat's Economic Affairs Division.
- assist in the recruitment of project personnel, including Senior Regional Trade Policy Advisers and Commonwealth Trade Officials;
- ensure that all financial and other provisions of the Grant Agreement with the European Commission are adhered to, including meeting reporting requirements.
- facilitate the recruitment of the administrative assistants at regional organizations and the hiring of international consultants when necessary;
- facilitate the implementation of project work programmes while ensuring that Commonwealth Foundation for Technical Co-operation (CFTC) and/or European Commission (EC) guidelines are adhered to;
- organise and service Project Steering Committee meetings and submit general and financial reports to the Committee every six months;

- facilitate, monitor and evaluate the implementation of the work programmes through the six monthly reports with the assistance of visits to regional organisations and capitals;
- supervise the Assistant Action Manager and the Administrative Assistant;
- facilitate the disbursement of financial resources for technical work in collaboration with the Finance and Management Information Section and analyse financial reports
- Perform any other duties as may be assigned by the Head of DSG's Office from time to time.

Person specification

Education:

Essential: Bachelor's degree in Economics or Business Administration

Desirable: Post-graduate degree in Economics, Trade Law or an MBA.

**Assistant Action Manager -Secretary-General's Office
(Trade Capacity Building Project – Hubs & Spokes)**

Report to: Project Manager (Trade Capacity Building Project – Hubs & Spokes)

Job summary

The Assistant Project Manager will assist the Project manager in the overall implementation of the Trade Capacity Building Project especially in relation to administration, finance, logistics and reporting.

Task description

The Assistant Project manager will:

- assist the Project Manager in ensuring that all the financial and other provisions of the Contribution Agreement with the European Commission are adhered to, including the reporting requirements;
- assist the Project Manager to facilitate implementation of approved project activities in collaboration with Secretariat's Economic Affairs Division,
- assist the Project Manager to monitor project activities particularly budgetary aspects;
- undertake official duty travel abroad as part of project monitoring,
- prepare reports of project activities using inter alia an appropriate management information system and providing other information for briefing members of the Project Management Unit and senior management,
- assist in the organisation and facilitation of project activities and major meetings such as those of the Project Steering Committee,
perform other tasks as requested from time to time by the Project Manager.

APPENDIX F – Terms of Reference for Regional Trade Policy Advisers and Trade Policy Analysts

DRAFT TERMS OF REFERENCE FOR REGIONAL TRADE POLICY ADVISER

JOB DESCRIPTION

POST TITLE: **Regional Trade Policy Adviser**

DUTY STATION:

DATE REQUIRED:

REPORTING TO:

BACKGROUND

Trade development has the potential to make a significant contribution to pro-poor growth and sustainable development. However, despite major efforts at trade promotion, reform and diversification, many ACP countries have not yet been able to integrate successfully into global markets and hence to participate in the growth-inducing and poverty reducing benefits of trade.

While the reasons for this are multi-fold, a key aspect has been that ACP Governments have limited institutional capacity to take full advantage of the opportunities and benefits offered by globalisation as well as to address the risks. In particular, inadequate trade policy formulation, negotiation, and implementation capacity is reducing the effectiveness of ACP countries in their regional and multilateral trade negotiations. The complexity and level of these trade negotiations will considerably increase over the period 2004-2008, with many occurring simultaneously. These trade negotiations include preparations for the second phase of negotiations of Economic Partnership Agreements (EPAs) between the European Union (EU) and the various regional groupings of Africa, the Caribbean and the Pacific, the WTO and a variety of regional and hemispheric negotiations.

The multiplicity of these negotiations at different levels will place an even higher premium on the need to strengthen the capacity of ACP countries at the national level to effectively formulate trade policies and to negotiate at the regional and multilateral level to safeguard domestic and regional interests. It will also necessitate the development of coherent trade strategies which link national, regional, and multilateral aspects of trade policy and incorporate the perspectives of key public, private and civil society stakeholders.

The European Commission (EC), the Commonwealth Secretariat (ComSec) and Agence Intergouvernementale de la Francophonie (AIF) have recognized the scale of the trade capacity development challenge faced by developing ACP member countries and through dialogue and with the support of the ACP Secretariat have concluded that a joint partnership initiative called the Trade Policy Formulation, Negotiations and Implementation Project is a sound approach to addressing these challenges and constraints. The Commonwealth Secretariat will be responsible for the implementation of the project in ACP member states of the Caribbean, Pacific, Eastern and Southern Africa regions and with the African Union (AU) while the AIF will be responsible for the implementation of the project in the regions of West and Central Africa. This reflects the ACP membership of their respective organizations and the regions where they are best placed to build the capacity of member states of the ACP.

The project will undertake activities primarily focusing on:

- capacity building for ministries and organisations responsible for trade policy formulation and negotiations
- enhancing skills and expertise of staff in these ministries and organisations to undertake and manage the varied tasks associated with trade policy formulation and negotiations
- strengthening national and regional institutions and training organisations so that there is an ongoing and sustainable capacity to provide support to countries in these areas.
- Provision of technical advice and studies on trade issues;
- Developing coordination and communication mechanisms among ACP members on trade policy issues and strategies to achieve favourable trade outcomes in the current international climate.
- identifying key stakeholders in countries who have a role in contributing to discussion about trade policy and the development of national interest positions by governments in international trade negotiations.
- provide advice and support for government in developing broad based networks through which private and community sector groups can access and communicate with governments on trade issues and the implications of specific international trade agenda outcomes.

In order to achieve the above, the Project will contract a team of regionally based Trade Advisers and regionally and nationally based Trade Policy Analysts.

TASK DESCRIPTION:

The Regional Trade Policy Adviser will:

- carry out periodic regional needs assessments with support from Trade Policy Analysts stationed in the region;
- provide advice to regional member states on trade policy formulation;
- provide advice to regional member states on EU/ACP negotiations;
- provide advice to regional members states on WTO/GATT negotiations;
- provide advice to member states on implementation issues related to membership of the WTO and Cotonou Agreement;
- prepare briefing material on relevant EU/ACP, WTO/GATT and other trade related issues as and when requested by the Regional Secretariat;
- provide assistance to member states in strengthening their WTO notification mechanisms;
- design and conduct regional and national seminars and/or workshops where necessary and when requested;
- maintain regular contact, including through travel for formal consultations, with member states to facilitate coherent interventions in trade policy at the regional level;
- supervise the work of the Trade Fellow stationed at the Regional Secretariat (where applicable).
- liaise on a regular basis with Trade Policy Analysts stationed in the region.
- manage the financial resources allocated in support of the regional work programme and provide financial statements in line with agreed procedures and regulation of the Commonwealth Secretariat.

- contribute to capacity building through transfer of skills to regional officials;
- any other related duties assigned by the Regional Secretariat
- maintain regular communications with the Commonwealth Secretariat including providing six monthly progress reports in a prescribed format;

PERSON SPECIFICATIONS

Education:

Post Graduate qualifications in Economics/International Trade or related discipline.

Experience:

- a minimum of ten years experience in trade policy formulation, analysis and implementation;
- experience of trade capacity building in developing countries;
- experience of providing advice to senior management and in dealing with Governments and project authorities at a senior level;
- Supervisory experience of multidisciplinary staff.

Desirable:

- experience and knowledge of trade policy issues of the region concerned.

COMPETENCIES

Applicants should be able to demonstrate:

- Sound knowledge of WTO and EU/ACP issues.
- Highly developed analytical skills and ability to provide clear and objective advice and recommendations;
- Strong written and verbal communication skills (in English);
- Ability to work harmoniously in a multi-disciplinary and multicultural environment

Desirable:

- Written and verbal communication skills in other languages such as French, Portuguese or Spanish.

DRAFT TERMS OF REFERENCE FOR TRADE POLICY ANALYST

POST TITLE: Trade Policy Analyst

DUTY STATION:

DATE REQUIRED:

REPORTING TO:

BACKGROUND

Trade development has the potential to make a significant contribution to pro-poor growth and sustainable development. However, despite major efforts at trade promotion, reform and diversification, many ACP countries have not yet been able to integrate successfully into global markets and hence to participate in the growth-inducing and poverty reducing benefits of trade.

While the reasons for this are multi-fold, a key aspect has been that ACP Governments have limited institutional capacity to take full advantage of the opportunities and benefits offered by globalisation as well as to address the risks. In particular, inadequate trade policy formulation, negotiation, and implementation capacity is reducing the effectiveness of ACP countries in their regional and multilateral trade negotiations. The complexity and level of these trade negotiations will considerably increase over the period 2004-2008 (the implementation period of the project), with many occurring simultaneously. These trade negotiations include preparations for the second phase of negotiations of Economic Partnership Agreements (EPAs) between the European Union (EU) and the various regional groupings of Africa, the Caribbean and the Pacific, the WTO and a variety of regional and hemispheric negotiations.

The multiplicity of these negotiations at different levels will place an even higher premium on the need to strengthen the capacity of ACP countries at the national level to effectively formulate trade policies and to negotiate at the regional and multilateral level to safeguard domestic and regional interests. It will also necessitate the development of coherent trade strategies which link national, regional, and multilateral aspects of trade policy and incorporate the perspectives of key public, private and civil society stakeholders.

The European Commission (EC), the Commonwealth Secretariat (ComSec) and Agence Intergouvernementale de la Francophonie (AIF) have recognized the scale of the trade capacity development challenge faced by developing ACP member countries and through dialogue and with the support of the ACP Secretariat have concluded that a joint partnership initiative called the Trade Policy Formulation, Negotiations and Implementation Project is a sound approach to addressing these challenges and constraints. The Commonwealth Secretariat will be responsible for the implementation of the project in ACP member states of the Caribbean, Pacific, Eastern and Southern Africa regions and with the African Union (AU) while the AIF will be responsible for the implementation of the project in the regions of West and Central Africa. This reflects the ACP membership of their respective organizations and the regions where they are best placed to build the capacity of member states of the ACP.

The project will undertake activities primarily focusing on:

- capacity building for ministries and organisations responsible for trade policy formulation and negotiations
- enhancing skills and expertise of staff in these ministries and organisations to undertake and manage the varied tasks associated with trade policy formulation and negotiations
- strengthening national and regional institutions and training organisations so that there is an ongoing and sustainable capacity to provide support to countries in these areas.
- Provision of technical advice and studies on trade issues;
- Developing coordination and communication mechanisms among ACP members on trade policy issues and strategies to achieve favourable trade outcomes in the current international climate.
- identifying key stakeholders in countries who have a role in contributing to discussion about trade policy and the development of national interest positions by governments in international trade negotiations.
- provide advice and support for government in developing broad based networks through which private and community sector groups can access and communicate with governments on trade issues and the implications of specific international trade agenda outcomes.

In order to achieve the above, the Project will contract a team of regionally based Trade Advisers and regionally and nationally based Trade Policy Analysts.

TASK DESCRIPTION:

The main duties of the Trade Fellow will be to:

1. Undertake a national needs assessment with assistance from the regionally based Trade Policy Adviser and officials in the assigned Ministry. This will facilitate the development of the work programme for the period of the assignment.
2. Undertake trade policy related analytical work and provide advice to the assigned Ministry on coherent trade policy formulation, negotiations and implementation to facilitate informed decisions by Government;
3. provide assistance to facilitate WTO notifications as and when required;
4. provide briefing material on relevant EU/ACP and WTO/GATT implementation issues as and when requested ;
5. contribute to capacity building through transfer of skills to national officials;
6. provide six monthly progress reports in a prescribed format;
7. any other related duties assigned by your supervisor.

PERSON SPECIFICATION

Education:

Post graduate qualification (completed or due to be completed by July 2004) in any of the following disciplines; Economics, International Trade, Trade Law, Public Policy.

Desirable Experience:

- Trade policy experience in a developing country (s).
- Experience and knowledge of trade policy issues of the region concerned.

COMPETENCIES

Applicants should be able to demonstrate:

- Sound knowledge of WTO and EU/ACP issues.
- Highly developed analytical skills and ability to provide clear and objective advice and recommendations;
- Strong written and verbal communication skills in English;
- Ability to work harmoniously in a multi-disciplinary and multicultural environment

Desirable:

Written and verbal communication skills in other languages such as French, Portuguese or Spanish.

ANNEX II

GENERAL CONDITIONS APPLICABLE TO EUROPEAN COMMUNITY CONTRIBUTION AGREEMENTS WITH INTERNATIONAL ORGANISATIONS

ANNEX III BUDGET FOR THE ACTION

BANK STAMP + SIGNATURE of BANK REPRESENTATIVE

(Both Obligatory)

DATE + SIGNATURE of ACCOUNT HOLDER :

(Obligatory)

ANNEX V
**Request for payment for contribution agreement
with an international organisation**

Date of the request for payment [.....]

For the attention of
[Address of the Contracting Authority]
[Financial unit indicated in the Agreement]¹⁴

Reference number of the Agreement: ...

Title of the Agreement: ...

Name and address of the Organisation: ...

Request for payment number: ...

Period covered by the request for payment: ...

Dear Sir/Madam,

I hereby request payment of the first prefinancing/additional annual payment/balance¹⁵ under the Agreement mentioned above.

The amount requested is [as indicated in Article 4.2 of the Special Conditions of the Agreement/the following: ...]¹⁶

Please find attached the following supporting documents:

- signed Agreement (for the payment of the first prefinancing)
- narrative and financial intermediate report (for additional annual payment)
- final implementation report (for payment of the balance)¹⁷

The payment should be made to the following bank account: ...¹⁸

Yours faithfully,
[signature]

¹⁴ Please do not forget to address a copy of this letter to the management unit and if appropriate to the Commission delegation mentioned in Article 5.1 of the Special Conditions of the Agreement.

¹⁵ Delete the two options which do not apply.

¹⁶ Delete the option which does not apply.

¹⁷ Delete the items which do not apply.

¹⁸ Indicate the account number shown on the identification form annexed to the Agreement. In the event of change of bank account, please complete and attach a new identification form as per model.