



**Building Trade-related Capacity
Some Observations**

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- Context: development of the trade agenda
- Approaches to building trade-related capacity
- Individual and Institutional Capacity
- Trade Policy Management

Trade Agenda – Dealing with Current and Emerging Issues

- From trading under preferences towards Rules-based Governance of International Trade
- The New Trade Agenda – from trade in goods to new generation issues
- How important is the WTO to countries in the region?
- Implementation Challenges

Tralac: Brief Overview

- tralac's business: capacity building
- analytical work (trade policy and legal analysis): publications, Discussion Notes, Hotseat Comments
- training (postgrad courses – link to Graduate School of Business, UCT, short courses, technical assistance/advisory services (also participation in workshops, training courses, conferences of other organisations)
- resource base: website, news and newsletter, legal texts and other material

Southern and East Africa

- Business Model (donor funded, core-network, institutional capacity ⁴
 (see financial management)

Substantive Focus:

- Significant shift to new trade agenda (services, investment, competition policy)
- WTO
- RTAs (intra-regional: towards deeper integration agenda; extra-regional agenda: EPAs, FTAs (India,))

Trade Policy Analysis (data, modelling...), Legal Analysis, interdisciplinary approach

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Lessons – from tralac’s experience

- Inter-disciplinary nature of trade related capacity
- Importance of trade law
- From research to policy
- Individual vs Institutional capacity
- Institutional coordination (left hand doesn’t know what the right hand is doing)
- Implementation issues
- Demand or Supply Driven?

Individual vs Institutional Capacity

Technical training does not necessarily translate into institutional capacity

- Challenge of incentives (incentives to train and then ...)
- Using technical capacity (how is learning used and transferred in an organisation, how is learning **assessed**, learning by doing)
- Professional capacity (analytical skills, writing, presentation, management skills.....,)
- Institutional processes and procedures (training priorities, decisions about who is trained, for what and what happens after training – skills transfer, skill retention) – transparency, predictability, career pathing, lack of strategy (offers of training cannot be turned down?), institutional record....

- Institutional Coordination (New Trade Agenda – new players)
- External Impetus for Institutional Development (eg establishment of institutions - trade forum)
- Attorney General's Office (centralised model)

Capacity building is an ongoing process

Trade Policy Management

Trade Policy Making is a Management Matter:

- organisational issues
- intra-governmental coordination
- stakeholder management – complex process