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TOWARDS AN EAC COALITION OF SERVICES INDUSTRIES: A SCOPING PAPER

DISCUSSION DRAFT – FOR COMMENTS

This draft scoping paper has been prepared by Charles Yegella, EABC/ILEAP Fellow at the EABC Secretariat under the guidance of ILEAP and its Advisors. It is a discussion draft, seeking to elicit comments and feedback towards a final paper. It has been prepared under the joint EABC-ILEAP work programme aimed at securing effective private sector participation in services preparations under the EAC-EU EPA.

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1.1 Introduction

During the EABC/ILEAP¹ EPA Regional Sensitization Workshop, which took place on 26-28 February in Nairobi, one of the recommendations reached by the stakeholders was the need for a regional Coalition of Services industries (CSI) to be established. The aim of this body would be to, *inter alia*, bring relevant national private sector associations together and help promote coherence in their research, policy and lobbying efforts.

In setting up such a coalition, it has been clear from the outset that individual governments support the process. It is with this thinking that during the EAC EPA Dedicated Session on Trade in Services, 3rd – 5th June, 2009 in Nairobi, Partner State EPA experts encouraged the private sector, including the EABC and other relevant bodies, to establish coalition of services industry groups at the national and regional level, with a view to pursuing their interests in services reforms and negotiations.

The aim of this scoping paper therefore, is to investigate and propose options for a possible EAC regional coalition of services industries. In doing so, the paper takes stock of existing national and regional organizations that are already functioning in this manner within and outside East Africa, with a view to identifying their constituents, the functions served for these constituents, the relationship with governments and other relevant roles each group plays. In addition, this paper incorporates comments, changes and additions proposed during ‘the Private Sector and the Role of Services Coalitions’ workshop which took place on the 2nd-3rd October, 2009. This review thus presents a proposal for a similar regional EAC body.

1.2 Background

1.2.1 Genesis of an EAC Regional Coalition of Services Industries (CSI)

The rationale for an EAC regional services coalition is in part a realisation that the EAC region is faced with constraints to trade in services (import and export), which include very limited services supply capacity; inadequate regulatory frameworks, regulators and standards; the absence of national services trade policies; restrictive international trade barriers and an inability to translate regulatory frameworks into GATS language². In addition, the services sector in developing countries have disorganized players with substantial operations, however, lack the representation apart from the associations with membership from professional and financial services. The effect of this is that there is hardly ever any mention of services interests at government levels as Chambers and private sector federations generally represent manufacturers³ leading to fewer incentives from the government.

¹ <http://www.eabc.info> and <http://www.ileap-jeicp.org>

² See Final Report, EABC/ILEAP EPA Regional Sensitization Workshop (26-28 February, 2009) available at <http://www.eabc.info/node/368>

³ Presentation by R. Chaitoo, ILEAP Advisor during the ‘Bulidng Consensus on Services Reforms and Negotiations’ Workshop (2-3 October, 2009) available at <http://www.eabc.info>

Participants from both the private and public sectors stressed that overcoming a number of these constraints would require enhanced engagement between sector professionals and trade experts, for which such services coalitions (at the national and regional level) could help to facilitate. Ultimately, such bodies were identified as an effective tool for generating a critical constituency to pursue important services reforms, with related capacity building efforts.

1.2.2 EAC Common Market

The EAC Partner States are currently negotiating a Common Market Protocol with a view to concluding negotiations by November 2009. January 2010 is the target date for commencement of the EAC Common Market. In fast-tracking the negotiations, a High Level Task Force comprising representatives from the five Partner States was created to come up with a Common Market Protocol accordingly.

The overarching objective of establishing an EAC Common Market is to realise accelerated economic growth and development; through the attainment of free movement of persons, labour, goods, capital and services, and the right of establishment and residence. It is envisioned that the business community will benefit from the Common Market through more strengthened, coordinated and regulated economic and trade relations amongst the Partner States. This, it is expected, will assist in promoting accelerated, harmonious and balanced regional development. In addition, the implementation of the Common Market will eliminate all the tariff and non-tariff barriers that countries in the region have been using to protect their industries from external competition.

The draft Protocol on the Common Market provides for progressive liberalization⁴ and further stipulates in Article 22 that implementation of the services liberalization shall be progressive and in accordance with the Schedule on Progressive Liberalisation of Services set out in Annex V to the Protocol.⁵ Partner States have so far agreed to negotiate the immediate liberalization of financial, tourism, education, communication, transport, distribution and business services sectors and their sub-sectors, while they continue to negotiate on other sub-sectors. The Partner States have further decided to take a negative list approach in line with GATS on substantial regional liberalization.

1.2.3 Economic Partnership Agreement (EPA)

The EPA negotiations between, among others, the EAC and European Commission (EC) derive their legal basis from the Cotonou Agreement, Chapter 2, including Article 37. Article 37 (Rendez-Vous Clause) of the Interim EPA initialled by the EAC States and the EC in November 2007 outlines areas for future negotiations, including trade in services. While Article 37 of the Interim EPA envisages the continuation of negotiations no later than 31 July 2009, EAC Partner States are in no way obliged to negotiate services as part of a full EPA. This contrasts with trade in goods, where the preferential regime within Cotonou had a specific expiry date (end 2007), in combination with the same expiry of the WTO waiver that permitted EU preferences under Lomé.

⁴ See draft Protocol on the East African Common Market, 2009 at www.eabc.info. Article 2.5

⁵ See draft Protocol on the East African Common Market, 2009 at www.eabc.info. However, Annex V is not yet attached to the document.

2.1 Services Economy in the EAC

Trade in services is an increasingly important part of the trade in the region, and services typically constitute about 50 per cent of GDP of individual countries' national economy. Taking into account the information below, some of the key service sectors include tourism, communications/ICT, distribution, business services, transport, financial services, health, education services and construction. Infrastructure services provide vital inputs to production and marketing of goods and are essential to promote growth and development throughout the region's economies.

The table below shows the main services sectors in the sub-region.

Country	Services Sector as % GDP	Main Services Industries	
		Exports	Imports
Kenya	60.0 (2002)	Transport, tourism, ICT	Insurance, transport, travel (tourism)
Uganda	49.0 (2007)	Tourism, ICT, construction, engineering, professional services	Financial, retail/wholesale trade, education, health,
Tanzania	53.8 (2007)	Hotels, restaurants, ICT, business services	Wholesale, retail trade, construction, real estate,
Rwanda	55 (2007)?	Transportation, construction and related engineering, tourism, ICT	Financial, distribution services
Burundi	45 (2007) ?	Tourism, transport and ICT	Financial services, construction

[In *Uganda*, the key sub sectors are retail and wholesale trade, tourism, education, health, ICT and related services, financial services, construction and engineering services and professional services. The services sector remains the sector with highest demonstrated potential than any other sector in the economy including the agricultural sector. Its contribution to the GDP has been growing steadily with a recorded 49.0% contribution in 2007/8⁶.

In *Kenya*, the services sector has been on a steady growth path over the last decade in terms of GDP contribution. In 2002 the sector's contribution to GDP is said to have stood at about 60% compared to manufacturing at 15%⁷. The most important services with respect to contribution to GDP and wage employment are community, social and personal services; tourism; transport and communications. Transport, tourism and communications services are the top three

⁶ State of Play on Trade in Services in Uganda – presented by Uganda during EPA Dedicated Session on Trade in Services 11 – 15 August 2008, Entebbe, Uganda

⁷ Draft Report - National EAC private sector studies on improved market access for services export to key EU services markets (Okara, December, 2009)

services export sub-sectors in the country, while insurance, transport and travel (tourism) have been the top three service import sub-sectors.

In *Tanzania*, estimates show that services contribution to GDP was 53.8% in 2007⁸. The most important services in Tanzania are wholesale and retail trade, construction, real estate and business services, hotels and restaurants and communications⁹.

Burundi's services sector in the early 2000s represented about one-third of GDP. This figure has grown over time and accounts now for 45% of GDP. The main services sectors are financial services, transport and communications services, construction and tourism¹⁰.

In *Rwanda*, services account for 55% of the GDP. The main services sectors in Rwanda are transportation, construction and related engineering, tourism, distribution, financial and ICT¹¹.]

2.2 Importance of Services Coalitions

The rationale underlying the drive to build coalition-type services bodies at the national, regional and global levels is varied. At its most fundamental level, trade in services has become the fastest growing component of international trade and is widely acknowledged as the driving force for future global growth and development. As such, stakeholders view it as simply too important not to have such coalitions coordinating common interests and influencing policy and negotiations. That the sector encompasses such wide swathes of economic activity, with highly dispersed and differentiated stakeholders also supports having coalitions to help channel cross-sectoral and overlapping interests through a common voice. Indeed the often-inadequate attention paid to the sector, both at home and in regional/sub-regional considerations, further reinforces the motivation to organize and advocate for the sector's needs. And as an area with the least developed disciplines and thus where future negotiations are sure to focus over the coming years, capacity for the private sector (and others) to monitor and critically engage in the process is essential and can be well served by services coalitions (especially in the developing countries where resources and capacity can be scarce).

While the specific emphasis for the role of such coalitions is likely to differ by country/region (in particular in the developed vs. developing country context), services coalitions generally function in two spheres: external and internal. The *external* sphere focuses largely on liaising with governments, negotiators and other stakeholders outside the sector. This commonly involves feeding interests into economic reforms, trade negotiations and generally expanding market opportunities, as well as increasing exports. The *internal* sphere deals primarily with promoting the internal/policy development of the sector, including facilitating harmonisation on standards, qualifications and licensing requirements, as well as enhancing overall competitiveness.

⁸ Viola Sawere, January 2009

⁹ Kalua M.Simba, January 2009

¹⁰ Presentation by Dr Alain NIYUBAHWE on Burundi's State of Play on Trade in Services during the Dedicated Session on Trade in Services 11-15 August, 2009 Entebbe,

¹¹ Mburu et Mary Mbithi, February 2009

A more specific categorisation of the different roles played by services coalitions can be grouped under six headings¹²:

- Awareness raising and sensitisation
 - Awareness of the existence and importance of trade in services, including exports, is surprisingly low. This holds not only for the public sector, academia and public more generally, but even amongst those engaging in such activities. More often than not, they simply don't see themselves as 'exporters'. Sensitising such stakeholders is essential.
- Institution building
 - This can include strengthening private sector institutions, such as the sectoral bodies that make up the coalition, as well as more generally helping to improve the broader institutional environment in which services reform and negotiating decisions are taken.
- Sector policy development
 - This area covers reforms (regulatory and otherwise) at the national and/or regional level to promote convergence, including on standards, licensing and qualification requirements (e.g. within a region)
- Export and investment promotion
- Research and information dissemination; and
- Trade negotiations

There is definitely strength in numbers in the creation of synergy to achieve goals and bring about change much more effectively than trying to do it alone or in an uncoordinated manner. As will be demonstrated below, the impact of services coalitions on trade negotiations is also becoming progressively more tangible. Ragui El-Etreby (2008)¹³ observes that services industry coalitions influence regional and multilateral intergovernmental trade in services negotiations, mainly through:

- Sensitizing the private sector on the importance of understanding the legal and business aspects of the services-related regional and multilateral trading systems and monitoring relevant services trade liberalization endeavours and their potential impact on the industry.
- Acting as an internal forum for deliberating and coordinating among members of the coalition's common offensive and defensive interests in services trade negotiations.
- Communicating information on the state-of-play of relevant services trade negotiations.
- Providing the fragmented and diverse services industry with a mechanism or a body through which it could institutionally interact with and lobby governments and other stakeholders to undertake positions in the negotiations that would serve the common interests of the industry and counter the influences of other contradicting or opposing domestic and external lobby groups.
- Influencing government constituencies of the coalitions to respond to their trade interests in the negotiations.

¹² This categorisation is based on Gill (1999).

¹³ The Role of Services Industry Coalitions in Intergovernmental Trade in Services Negotiations (2008) - available at <http://www.egypttrade.org/trac/TheRoleofServices.asp>

Often a focus on trade negotiations, but in the developing country context, internal sector development is equally if not more important.

2.3 Existing Services Coalitions

This section reviews a number of existing coalition-type organizations from elsewhere in the world. The aim is to review, inter alia, their mandates/functions, constituents and potential impact in services policymaking and negotiations.

2.3.1 Saint Lucia Coalition of Service Industries

The Saint Lucia Coalition of Service Industries (SLUCSI)¹⁴ was launched in 2004 with the active support of its Government. Thus, the SLUCSI is established as a public-private sector partnership. Its Coalition primarily seeks its membership from other sector organizations and Government as its key customers. Individual membership is secondary due to the fact that recruitment of individual corporate members was viewed as possibly increasing the possibility of conflict with other private sector organizations, including the Chamber of Commerce. Other customers of SLUCSI include those service providers who wish to organize themselves into representative organizations. In a nutshell, the Saint Lucia Coalition of Service Industries brings together professional and private sector service organisations and associations.

SLUCSI has enhanced its relationship with the Government and with private sector organizations. This is essential considering that a Government must accept the Coalition as a viable partner in policy formulation. The main Ministries involved are those of External Affairs, International Trade and Civil Aviation and the Ministry of Commerce, Investment and consumer Affairs.

SLUCSI have held different workshops which, among others, offer training to its Board Members on financing options to ensure sustainability of the Coalition, and a framework to address and overcome institutional challenges. Also, the workshops train potential local services exporters as well as professional services firms in modern techniques and strategies for successful exporting and the skills required for entering new markets¹⁵.

In addition the SLUCI functions as a focal point to lobby, channel and address trade in services issues and services development issues. The Coalition complements the trade and commerce Ministry's goal of ensuring local businesses thrive¹⁶. This is achieved through working closely with the Ministry to strengthen and diversity as well as to identify and exploit market opportunities for the Saint Lucia services industry.

The experiences above are some good examples of services which can be provided to membership in liaison with the Ministry of Trade and Commerce (Public-Private Sector Partnership).

¹⁴ www.oecs.org/tpu/.../Workplan_SLU_coalition_service_industries.pdf

¹⁵ http://www.oecs.org/Press/News_SLCSI_Prepare_companies_to_Target_New_Markets.html

¹⁶ http://www.htsstlucia.com/2009_News/HTS_News_January_30th_2009.html

Lesson for EAC CSI: Good relations with government can be valuable asset in fulfilling lobbying role.

2.3.2 Barbados Coalition of Service Industries (BCSI)

In 2002, the Government of Barbados established the Barbados Coalition of Services Industries Inc. (BCSI). This was an initiative supported by the CARICOM Secretariat, which, in 2001 recommended that a services coalition be established in each member state in anticipation that the coalitions would serve as a focal point for the services sector. The services coalition functions primarily as a lobbying institution in order to provide CARICOM, governments and negotiators with general and sectoral positions related to trade in services. The BCSI is therefore a public-private partnership which receives some of its funding for its activities by the government of Barbados¹⁷.

The setup of BCSI was based on existing coalitions such as the US Coalition of Service Industries, the European Services Forum. However, in realisation of the limitations of such coalitions (they perform strictly lobbying roles), the BCSI expanded its mandate to include external roles in order to fulfil the needs of its government and members; this is to encourage and assist service providers to export their services. To this effect, the objectives of BCSI include:

- To provide Barbados service providers with knowledge of export opportunities and to promote export activities.
- To ensure that the highest industry standards are met by all Barbadian service providers.
- Educate service providers on relevant aspects of the WTO, EPA and other trade agreements affecting trade in services.
- Represent the interests of Barbados service providers, including lobbying the government and promoting fair multilateral rules for trade in services.

In terms of membership, BCSI has three types of members, namely Associate, Affiliate and Individual membership. Affiliate Membership contains national and regional educational, public and private sector organisations and other business support organisations while Associate membership is comprised of services associations. The Individual membership category consists of individuals who are also members of professional associations or are service providers for whom no national association exists.

In terms of carrying forward its mandate, the BCSI lobbies and advocates (member management), provides training, business development and export promotion to its members. Hence its contribution has involved, among others, trade missions to several countries of interest, services exporting workshops, newsletters as well as being a member of other networks (UK Caribbean Business Forum, Global Services Coalition, Miami Technical Working Group on Services).

Related to the above, BCSI provides **Service Exporters Certificate of Excellence**

¹⁷ <http://www.bcsi.org>

Programme and Networking. The Services Exporters Certificate of Excellence programme is a multi-level module developmental programme aimed at facilitating service exporters and in expanding their business ventures in markets outside of Barbados. This programme is based on the well-recognised ‘Successful Services Exporting’ training programme by the International Trade Centre. In the area of **Networking**, the BSCI provides training in order to help its members get accepted as credible providers of services.

The BSCI **Association Incubation and Support Unit (AISU)** provides secretariat and business support services to Association Members. The AISU offers developmental support to Barbados’ services industries in order for the associations to function more effectively, consequently, to offer its members additional support with their export efforts. These include an easy-to-use-starter-kit explaining the formation, development and management of an association. The kit includes a number of templates, such as, model by-laws.

Lesson for EAC CSI: An expanded mandate to include external role of support to members on export markets, including training and expert advice helps to cement relationship with government and own constituencies.

2.3.3 *Canadian Services Coalition*

The Canadian Services Coalition (CSC) actively promotes Canadian business views on the liberalization of service markets as well as sensitizing its members on how the negotiations would impact their competitive environment¹⁸. It allows the Canadian private sector to be an active player in the Global Services Network (GSN)¹⁹ and international forums that are shaping the agenda as well as ensuring that the Canadian services industries are heard. The CSC is housed at the Canadian Chamber of Commerce.

The mandate of CSC is three fold, namely to work towards:

- Sensitizing on the importance of the service industry in Canada and promoting a conducive policy;
- Promoting the adoption of policies aimed at developing competition and innovation in the Canadian services sector; and
- Liberalizing services throughout the world and removing trade and investment barriers for the Canadian service sector.

In fulfilling its mandate, the CSC offers, among others:

- Up to date information on services-related trade issues for the Canadian services sector;
- Substantiated contribution on services aspects of WTO accession negotiations;
- Active preparation of and substantial input into multilateral and bilateral trade services negotiations; with a focus on the WTO-GATS;
- A forum for discussion of services-related issues for the Canadian services sector;

¹⁸ <http://www.canadianservicescoalition.com/>

¹⁹ Global Services Network is an informal, private sector-led forum which gathers the global services community who are dedicated to building global support for liberalization of international services.

- A contact point and contributor to the Global Services Coalition

CSC membership comprises of service-based companies, services associations, and it encourages all other sectors that see future opportunities in services to join. Interestingly, and this might be helpful in proposing an EAC CSI, membership of CSC is not restricted to members of the Canadian Chamber of Commerce; others who are not members of the Chamber can join, making it an all-inclusive organisation.

CSC members play a direct role in formulating the CSC's platform. Members also get the opportunity to participate in deliberations with Canada's negotiators and participate in international discussions, including WTO and Global Services Coalition/Network meetings. This ensures that members directly influence negotiators to respond to their trade interests in the negotiations.

Lesson for the EAC CSI: a CSI may benefit from a wider membership than the usual constituents, so open membership may be a useful policy.

2.3.4 US Coalition of Services Industry

The U.S. Coalition of Services Industry (CSI) is the oldest coalition and has been in existence since 1982 and one of its aims is the development of U.S. domestic and international policies that augment the global competitiveness of the U.S. service sector. CSI prides itself in its apparent ability to use services trade negotiations to advance the interests of its members²⁰. Members of CSI include ordinary CSI Members (Walmart, Time Warner, Microsoft, IBM, Deloitte & Touche, JP Morgan etc.) and Affiliate Members (these include American Bar Association, Motion Picture Association of America, National Committee for International Trade, etc.)

CSI is an advocacy organization which has many success stories including its role in shaping the GATS as well as hard work in lobbying that led to the WTO Basic Telecommunications and Financial Services Agreements in 1997. In terms of collaboration, CSI works closely with services industry associations and companies in Asia, Europe and other parts of the world so as to increase its influence²¹.

In order to advance its members' trade expansion goals CSI's roles include:

- Advisory role to US government through briefings and consultations
- Worldwide network development of supporters for liberalization of trade in services
- Cooperation with comparable private sector organizations in advancing its objectives, i.e. European Services Forum
- Sensitization of members of Congress on developments affecting US trade in services as well as engaging key officials in international organizations and other stakeholders to promote positions beneficial to member companies

To fulfill its mandate as an effective advocacy organization, CSI has different working groups.

²⁰ <http://www.uscsi.org>

²¹ Ibid

These include Financial Leaders Working Group; Financial Services Group; Information Technology, Media & Telecommunications Group; Legal Services Working Group; Logistics Working Group, China Working Group etc.

The China Working group, for example, scrutinizes China and its implementation of various WTO Agreements as well as overseeing trade issues in general. In efforts to develop Chinese counterpart and joint programmes, the Working Group sponsors a variety of contacts in China. In attempts to further liberalize the Chinese services industries, the working group undertakes initiatives such as the CSI Visiting Fellows Programme, and the Development Research Center Programme (DRC). (DRC works with Chinese counterparts in organizing high-level services events). In electronic commerce and logistics, this group also works with Chinese organizations in creating platforms and activities to promote e-commerce liberalisation in China and the growth of a dynamic logistics industry.

The CSI Financial Working Group has been in existence since 1990 with the aim of promoting the liberalization of trade in financial services. Its impact was felt when it supported the 1997 WTO negotiations on Financial Services Agreement and it continues to play a big role in advising its government on financial services matters in the negotiations.

CSI formed the Services Negotiations Working Group in 1998 to prepare for the WTO services negotiations which began in 2000. Its mandate was expanded following the launch of the bilateral free trade negotiations by the US government with trading partners. The Services Negotiations Working Group works with, among others, the WTO, Congress and foreign governments with a view to influencing the ongoing trade negotiations. The working group has influence in all aspects of the current negotiations in its efforts to search for market access and national treatment for US services companies and has representatives from practically all US services sectors²².

The financial base of the USCSI is obtained from membership contributions based on different membership levels which range from \$5,000 to \$25,000.

Further, in order to complement the work of the CSI, a Research and Education Foundation (CSIREF) was instituted in order to carry out research and educational projects that reinforce CSI's activities on behalf of its members. Research done by the organization includes *In the National Interest – the U.S. Services Industry Case for Services Liberalisation*²³ and *Services Drive U.S. Growth and Jobs – The Importance of Services by State and Congressional District (2007)*²⁴.

CSIREF is a non-profit organization which was formed in response to, *inter alia*, the lack of research on the benefits of overseas services markets competition as well as the recognition of 'disappointing experience with the implementation of commitments to the GATS and the ratification of the Telecommunications Agreement'²⁵. The CSIREF organized the first World Services Congress in 1999 which addressed critical challenges such as e-commerce, data security, market access, trade liberalization, finance, telecommunications, etc. The second

²² <http://www.uscsi.org/groups/service2000.htm>

²³ www.uscsi.org/pdf/Services_062403.pdf

²⁴ www.uscsi.org/pdf/Executive_summary.pdf

²⁵ Ibid

World Services Congress that took place in 2001 saw the Foundation's leadership in service sector studies having a lasting impact. This Congress brought together business people, government officials and academics to build support for the liberalization of international trade in services by creating fair and open world markets for the service sector through dialogue.

CSIREF projects include survey of the state of the U.S. government's collection of data on services trade, productivity and employment. The development of a research arm of the CSI is a model that a possible EAC CSI can learn lessons, i.e. finding a good avenue for the necessary research to advance the EPAs, Common Market and other international negotiations as well as in the development of an effective response to the negotiations once concluded and the implementation of the eventual agreements.

The experience of the USCSI shows that a successful CSI requires government endorsement, as well as adequate funding sourced from members or elsewhere, and must be member driven. Moreover, the CSI tends to be most effective when it is separate and independent from government since government funding may reduce the independence of the organisation. It is also of equal importance that the CSI partners with other global business associations to achieve similar goals²⁶. These key features of a CSI are relevant factors to be borne in mind by stakeholders seeking the establishment of an EAC CSI.

Lessons for the EAC CSI: financial stability sourced from membership dues or elsewhere is a crucial success factor in the operations of a CSI; the effectiveness of a CSI may depend on its independence from government control; partnership with other CSIs or business associations in order to achieve mutual goals is an important aspect of a CSI's work; and a research arm can provide training and support to members of the CSI.

2.3.5 European Services Forum (ESF)

The European Services Forum (ESF) is a non-governmental organization representing services industries within the European Community. Since its inception in 1999 ESF's presence has been felt at, among others, the WTO Ministerial Conferences in 1999, and Doha in 2001; it was an official member of the European Union delegation during both conferences. The ESF's mandate therefore is to provide input for international trade negotiations and to work closely with the European negotiators and similar stakeholders in other countries with the same interests and objectives²⁷.

The objectives of the ESF, according to its Memorandum of Understanding, include:

- Support of liberalization of services markets and removal of trade and investment barriers worldwide for the European business community
- Advocate the interest of the private sector in the outcome of trade in services negotiations
- To act as a forum for deliberations of international trade in services related issues for the European services sector

²⁶ www.uscsi.org/pdf/Services_062403.pdf

²⁷ <http://www.esf.be>

- To develop a partnership with EU institutions in terms of positions to be taken by the EU in the trade in services negotiations

To achieve the above, ESF undertakes, but is not limited to, the following activities:

- Deal with trade in services issues of common interest and develop common positions;
- Develop and promote the case for a successful outcome to negotiations on trade facilitation;
- Maintain contacts with the services sector of third countries in identifying issues of common interest and thus create synergies;
- Promote the case of better investment and competition regulation in the trading partners and a conducive business environment

Structurally, ESF consist of three main components, that the European Services Leaders Group, Policy Committee and a permanent Secretariat. The European Services Leaders Group consists of CEOs and Board Members of ESF member companies. Its main role is to intervene on behalf of the sector at critical moments of trade in services negotiations. The Policy Committee is composed of representatives of sectoral services organizations, national multi-sectoral associations, etc. The Committee's role is to deliberate on international trade in services issues, and implement the objectives and activities of ESF. The permanent Secretariat, according to the ESF MoU, consists of one professional who organizes and co-ordinates the ESF work. This includes communication of information (mainly through electronic mail), co-ordination of consultation, preparation of briefings, organization of meetings, and establishment of appropriate contacts. The professional serves both the European Leaders Group as well as the Policy Committee. The costs of the Secretariat are covered through 'contributions' of the members of the ESF.

In seeking to establish an EAC CSI, the structure of the ESF with its lean secretariat, seems ideal; the different committees could be adjusted into strategic export (sub-) sectors as identified in the EABC/ILEAP *DRAFT* EAC Regional Private Sector Report on Improved Services Export to Europe.

Lesson for EAC CSI: secretariat-lite with committees structured around vital service sub-sectors

2.4 Existing National and Regional Associations

The aim of this section is to assess some of the existing national and regional associations within East Africa which already possess some elements of a coalition as identified above with a view to establishing what role an EAC CSI can perform. This is also to ensure that there will be no duplication in efforts and avoid conflict of interest.

2.4.1 Association of Professional Societies in East Africa (APSEA) – East Africa

According to its constitution²⁸, the Association of Professional Societies in East Africa, APSEA, is a regional organization that consists of national corporate societies in East Africa. Although the organisation was established in 1961, it languished for some time until the re-establishment of the East African Community. In the late 1990s it was re-invigorated and a new constitution was adopted, in 2004. The organisation continues to have its base in Nairobi, Kenya. APSEA's new vision is to have a strong regional association of professional associations that provide effective leadership, promotion of professionalism and facilitation of its members in their service to the region, through the attainment of integration of trade in services. In particular the organisation's mission is to enhance the competences of professionals in East Africa by integrating trade in professional services through removal of barriers; creation of appropriate institutions; and building strategic alliances and networks to contribute to the social-economic development of the region.²⁹

Some of APSEA's key strategic objectives include:

1. To integrate professionals into policy negotiations, formulation and implementation of various protocols in the EAC, COMESA, SADC, ACP-COTONOU, WTO, and all the other multilateral trade arrangements;
2. To promote regional integration by the dismantling of all types of barriers to trade in professional and other services and by enhancement of harmonized professional standards across the region;
3. To build alliances and networks with all relevant key stakeholders to foster the growth of professionalism in the region;
4. To build the needed institutional and technical capacity for the region's professional competitiveness and competence for the global marketplace;
5. To be an advocate, promoter and agent of change in the adaptation of the positive aspects of globalization of trade, especially in services.³⁰

APSEA is active in the issues surrounding the multilateral trading system, mainly in Kenya, and the extent of its involvement in other East African countries is unclear. It has been a member of the Kenyan government's National Committee for WTO since 1999 and is the focal point for the professional services sub-sector. Within Kenya, APSEA has become the major NGO player in the GATS negotiations, attending a number of services negotiation meetings in Geneva. APSEA actively participated in developing the 'requests and initial offers' for Kenya and it has also been consulted by the Kenya government in its preparations for major trade negotiations, including the Doha round, and position papers for ministerial conferences including Cancun and Hong Kong. APSEA has also been consulted and involved in a number of other trade policy issues in Kenya, including the development of a national export strategy.³¹

²⁸ Constitution of the Association of Professional Societies in East Africa (APSEA) adopted on 23rd July, 2004

²⁹ See www.apsea.or.ke

³⁰ How Private Sector Organisations face up to Globalisation: the Case of APSEA, presentation made by Job Kihunga, Executive Director, APSEA at Regional Seminar, 'Strengthening the Capacities of the SADC Private Sector to Fully Participate in EU-ACP Negotiations', 25-26 August 2004, Gabarone, organised by ProInvest (EU).

³¹ Ibid.

Concerted efforts have been made to revive APSEA as a regional body. At a regional workshop in Nairobi in 2002, entitled '*Integration of Trade in Professional Services in the East African Region*', it was resolved that:

- there was urgent need to promote regional integration in the professional services trade as the essential first step in building capacity for global competitiveness;
- legal and administration barriers to regional integration in the professional services trade existed and therefore, measures needed to be put in place to remove the barriers;
- there was need to build capacity and competence in order to support development of trade in professional services in the region.
- in view of the need to create regional professional capacity and competence for global competition, APSEA be mandated to carry this agenda forward with trade related organizations especially EAC, COMESA, ITC and WTO;
- the governments of the region be urged to further integrate professionals in their countries in all multilateral trade negotiations and to ensure that trade in services was mainstreamed in all future negotiations;
- to facilitate regional integration in services trade, APSEA should be restructured to be an inclusive regional professional organization.

At a second regional workshop '*Integration of Trade in Professional Services/WTO, ACP-EU Cotonou Negotiating Mandate*', held in May 2003, the intention was to solidify the gains made since the first workshop. At this time, there was recognition of the growing importance of trade with the EU under the Cotonou Agreement and the upcoming EPAs. Some of the recommendations made at the meeting included:

- East African professionals should be involved in advocacy to lobby their governments to recognise them as partners in the negotiations within the MTS including, but not limited to WTO Ministerial conferences and the EPAs negotiations.
- There is need to systematically work to reduce the many barriers that work against full integration of trade in services; specific barriers to specific professions should be identified and appropriate legal or policy changes suggested to the governments for review.
- Professionals should adopt modern information communication technology in order to foster their competitiveness in the global market place.
- Partner states in East Africa should work together as they negotiate within the MTS.

At a third regional workshop held in Zanzibar, Tanzania in July 2003, the organization's members agreed on the means of implementation of the strategic objectives that had been earlier decided. The workshop adopted a three-year strategy which emphasized capacity building. The objectives of this capacity building initiative are two fold:

- To enhance intra-regional services trade
- To enhance regional trade in other regions, especially with the EU under the on-going EPAs negotiations.³²

³² Ibid.

APSEA has thus identified trade in services as the way forward towards economic development in the East African region, and it has identified the regional approach as the most viable way of entry into the MTS. In order to make a contribution towards the growth of the services sector, APSEA has resolved to engage government as a partner towards the realization of this objective. It has therefore put in place an institutional structure and strategy for the attainment of this objective.

The overall management of the Association is vested in the APSEA Council. The Council is composed of a representative and alternate member from each corporate member of APSEA and the appointment of the Officers. The Council meets quarterly at the ordinary Council meetings but may also meet on special cases at a special Council meeting. The role of the Council in the new APSEA strategic plan is to continue offering leadership to the Association and also nurture continuity through the Officers.

The Officers of the Association are the Chairperson, the Senior Vice Chairperson, the Second Senior Vice Chairperson, the Honorary Secretary, the Honorary Treasurer and other Additional Members. The Additional Members are the Convenors appointed to advise and assist in carrying out the mandates of the various committees. APSEA is currently establishing national chapters in the Partner States other than the Kenyan base. The organisation boasts a wide membership of thirty (30) professional societies representing over 30,000 individual members. Its members include practitioners in medicine, law, accounting, engineering, architecture, public and corporate administration, veterinary science, planning, procurement, and marketing among many others.

2.4.2 Uganda Services Exporter's Association (USEA)

Uganda Services Exporter's Association (USEA) is an advocacy and export support platform for Uganda's Services Industry and was formed following a resolution at a 1997 UNCTAD/WTO/ITC sponsored workshop in Kampala under the theme "Increasing Service Exports under the GATS" for stakeholders in the services industry. USEA formally began its activities in 1998 and is a member of the Uganda Private Sector Foundation.

USEA is a voluntary, non-profit, private sector, Business Support Organization (BSO) and constituted through the Uganda Private Sector Foundation, an apex body whose members include all organized groups for industry, professionals and trade in Uganda. USEA draws its membership from SMME's, Independent Services Providers, associations of professional services providers, other BSOs and the public trade promotion agencies of the services industry in Uganda. USEA is also a member of the Inter Institutional Trade Committee of the Ministry of Tourism, Trade and Industry (MTTI), which is Uganda's highest consultative body on all trade matters.³³

USEA's objectives include to:

- a) Evolve into a strong advocacy platform to influence Government to pursue policies and reforms that will encourage the growth of the service sector especially exports.

³³ Dossier by Uganda Services Exporters' Association (USEA) – SECRETARIAT

- b) Foster the improvement of the quality of Ugandan services as both domestic inputs and exports.
- c) Increase the visibility of Uganda's service industry
- d) Foster closer links among local service firms and between local and foreign firms to increase business opportunities.
- e) Encourage and increase access to and the application of information technology as the new vehicles for successful service delivery and exports.
- f) Establish an accurate database of trade statistics on the services market for domestic and international use to become a local focal point for service market information on export opportunities.

USEA has the mandate to represent the services industry at international, regional and bilateral trade fora and has been an active partner of the ITC on a number of initiatives to build networks and coalitions. Being a member of Uganda Private Sector Foundation, USEA chairs the Trade Core Team of the private sector whose responsibilities include trade in services.

USEA's main link to the Ugandan Government and therefore to trade policy input is through the Inter Institutional Trade Committee of the Ministry of Tourism, Trade and Industry. As a member of the EAC's High Level Task Force, the Association is involved in the Common Market protocol negotiations. USEA also represents the private sector in regional and international trade negotiations, e.g. representing the private sector in WTO Ministerial Conferences in Geneva, Doha, Cancun and Hong Kong in addition to meetings at the EAC and COMESA. USEA was designated Uganda's National Enquiry Point on Trade in Services by the Ministry of Tourism, Trade and Industry (MTTI) in 2005.

USEA does not restrict membership. Members may be individuals, companies (private firms and public institution) in the business of providing services or specialised professional and business associations whose objectives are either 'complementary to USEA's or whose membership to USEA would enhance their objectives'.

USEA has different membership structures depending on Individual, Corporate, Associations & BSOs or Institutions, as reflected in the table below.

	Membership Fees	Annual Subscription
Individual Service Providers	30,000	50,000
Corporate	100,000	150,000
Institutions	100,000	300,000
Associations & BSOs	100,000	300,000

Source: Dossier - Uganda Services Exporters' Association (USEA) – SECRETARIAT

2.4.3 Kenya Private Sector Alliance

Kenya Private Sector Alliance (KEPSA) is the apex body for private sector associations in Kenya. A list of its members is set out in Annex I. It was formed in 2003 with a view to creating a

single and unified voice of the Kenyan business community. The organization provides a platform to effectively engage in the formulation and implementation of pro-growth policies with a view of maximizing Kenya's competitiveness.

KEPSA's mandate include

- High level advocacy on cross cutting e.g. Energy and National issues e.g., post election violence, youth
- Private sector Coordination to engage in public – private dialogue to influence public policy
- Business Membership Organizations (BMO) development

In carrying forward its mandate, KEPSA has developed a 'tool of engagement'- type of approach categorized as Executive, Parliament, Judiciary and strategic partnership. The executive 'tool' focuses on lobbying for policy formulation conducive for the private sector. In pursuant to this, KEPSA organizes events such as Ministerial Stakeholders Forums, Prime Ministers Round Table Meetings with Private Sector and a Presidential Private Sector Working Forum. The Ministerial Stakeholders Forums (MSFs) are created in each ministry as an organ of partnership between sectors/sub sectors and the ministry. The MSF's operate under a steering committee comprising: -

- Chairman (Minister or Permanent Secretary)
- Vice-Chairman (Private Sector leader)
- Secretariat (Joint: Ministry + Private Sector)
- Committee members (Approximately 15 people drawn from heads of department in the Ministry, parastatals and private sector leaders. The committee may have sub-committees from time to time if the need arises.³⁴

In engaging with the Kenyan Parliament, KEPSA's interest here is to boost mutual understanding and achieve better legislative outcomes. This is achieved through a Speaker's Round Table, which is regularly hosted by the Speaker of Parliament in conjunction with KEPSA and Departmental Committees which are organized with sectors of the economy.

KEPSA has entered into strategic partnerships, choosing its partners selectively in order to execute its mandate. A case in point is the strategic partnership with EABC which KEPSA has developed in order to assist in addressing regional cross-cutting issues, such as finance, infrastructure, and trade.

KEPSA views itself as an inclusive representative body of the private sector associations ranging from businesses in the micro and small enterprises (MSE's) to those representing the big multinationals, whether in rural or urban areas operating in agriculture, manufacturing,

³⁴ See www.kepsa.or.ke

service industries.³⁵ It credits itself with being the credible “one voice” for the private sector which has been recognized by the private sector itself, Government, civil society and development partners and the success it has had in influencing policy.³⁶

The organisation has learnt a number of lessons in the process of development. In order for a private sector and or any other interest/lobby group to be effective in policy formulation, it should:

- Form linkages within the private sector and not be fragmented in purpose and organization
- Have a clear vision of the future of the country
- Focus on broad-based pro-growth policies
- Prioritize the policies to be advocated
- Build capacity in policy analysis, leadership, negotiations etc
- Be self-reliant and not donor driven to avoid to be seen as championing interests of a certain interest group.³⁷

3.0 Building Consensus on Services Reforms and Negotiations: the Private Sector and the Role of Services Coalitions

This section briefly brings to the attention the recommendations and way forward generated from the EABC/ILEAP Regional Workshop on ‘*Building Consensus on Services Reforms and Negotiations: the Private Sector and the Role of Services Coalitions*’, which was held on the 2-3 October, 2009 at the Imperial Royale Hotel in Kampala, Uganda. This draft paper was presented to a spectrum private sector players as well as government representatives and trade facilitators.

3.1 EABC/ILEAP Regional Workshop on Role of Services Coalitions

At the third EABC/ILEAP regional workshop ‘*Building Consensus on Services Reforms and Negotiations: the Private Sector and the Role of Services Coalitions*’ held in October 2009, the aspiration was to carry forward one of the main recommendation from the previous workshop, which included creating awareness about the role of services coalitions in services reforms and negotiations. The definitive goal of the workshop was to assist in activating the formation of national and regional coalition(s) and how best they could be situated within the existing institutional realm in representing the East African region’s interests regionally and internationally. At this meeting, where a draft of this paper was presented, some of the way forward derived at the said workshop included:

- There was recognition and support for the formation of CSIs at the national and regional levels.

³⁵ Kenya’s Experience in Creating an Umbrella (Apex) Private Sector Body to Influence Pro-Business Policies by Government, paper presented by Joe Wanjau, CEO, KEPSA to an international trade and investment conference, Port Elizabeth, South Africa, 22-24 October 2003

³⁶ Ibid.

³⁷ Ibid.

- Ensuring synergies with existing bodies was essential to avoid ‘re-inventing the wheel’ however; emphasis should be to ensure outcome is focussed strictly on services constituents.
- Priorities need to be laid out and the easiest would be cross-cutting issues including sector development (to enhance competitiveness), policy advocacy.
- A key link between sector development/policy advocacy and trade negotiations were interventions linked to aid for trade that could focus in addressing sector constraints; where the said CSIs could be the channel in securing funds from donors.
- A successful initiative to a CSI needs a strong political support, both from private and public sector.
- Donor support was seen as crucial in the short term and financial sustainability in the medium-term to be attained.
- Better elaborate options for structure and design on areas such as Board of Directors, Sectoral Committees, membership as well as other partners.
- Benchmark on EABC structure, focussing mainly on advocacy while other organizations may take up sector development.

As the process of setting up CSIs at the national level might take some time, the meeting was in the opinion that the regional exercise should be accelerated to enable the region engage more swiftly on issues. As such the recommendations from the said workshop included:

- Support for a regional CSI to commence work on priority areas
- Call in government to provide political support for such an undertaking
- Collaboration of national and regional private sector bodies in the advancement of a particular agenda
- Efforts are made to bring into being the CSI not later than third quarter of 2010.
- In establishing the regional CSI, the meeting agreed to formulate a Steering Committee with representation from the private sector associations in each Partner States as well as from the respective Ministries.
 - Support the drafting of a regional hub and national spoke. The main duties would be to enumerate a mandate, objectives, activities as well as outlining a plan for securing resources for dedicated staff in the short-medium term.
 - Designate EABC to serve as the incubating institution with a future resolution on the best institutional setting.

4.1 Consideration for an EAC Regional Coalition of Services Industries

Having outlined in some detail the importance and possible role of a regional CSI, as well as taking stock of existing services coalitions elsewhere and the recommendations from the October workshop on Regional Coalition, this section looks at how a possible regional coalition could be brought about in the EAC region. The picture one gets from the coalitions considered above confirms some of the conclusions in Section 2.2 that there are two broad functions to be featured within a proposed regional CSI: i) advocacy & lobbying and ii) promotion of increased services exports. Another major role for a regional CSI in the EAC would be to spearhead discussions among services businesses as reforms and services market opening evolves in the Common Market. Based on this, the paper proposes the following as the constitution, role, and activities of a possible regional coalition of services associations.

4.1.1 Constitution and role

As outlined in section 2.2 as well as taking the example of Barbados Coalition of Service Industries, the setup of the EAC CSI should not limit its mandate to a role on internal issues but also play an external role in order to enhance export potential for its members. As such, the internal roles will include:

- Raising awareness on the impact of services negotiations
- Lobbying for and advising governments on regulatory reform in key sectors and
- Smooth the progress of harmonisation (or convergence) within the region/sector on standards, qualifications and licensing requirements;
- Developing relationships with relevant regulatory bodies to facilitate dialogue among all stakeholders; and
- Encourage the Government to improve services data.

The proposed external roles will include liaising with governments and other relevant external counterparts on:

- Existing barriers to trade;
- Policy reforms
- Appropriate negotiating positions relevant to sectors interests;
- Strategies that serve to facilitate greater services exports.
- Coordinate an EPA/ Common Market response strategy

In order to fulfil both external and internal roles, the EAC CSI explicit objectives could be:

- **Lobbying** – working towards the improvement of the legislative framework within which the sector operates; raise standards in the sector
- **Awareness building** – build awareness on the sector’s importance, possibilities and challenges by holding workshops, press releases, publishing research findings, etc.
- **Export promotion** – formulate joint strategies for promotion of services export within EAC and externally. This will include proposing mutual recognition and standard related criteria
- **Research and Information dissemination** – lack of statistical information tends to be the biggest obstacle in negotiations, and where it is available, it is not sufficiently disaggregated to allow sufficient analysis. The coalition can undertake research to help fill this void and inform national negotiating positions and other important legislative and policy processes.

It could also include developing a strategy and funding proposals for targeted aid for trade support for service sector development. A regional services association should also engage in

training of various types in areas lacking in the private sector. There may be economies of scale at the regional level.

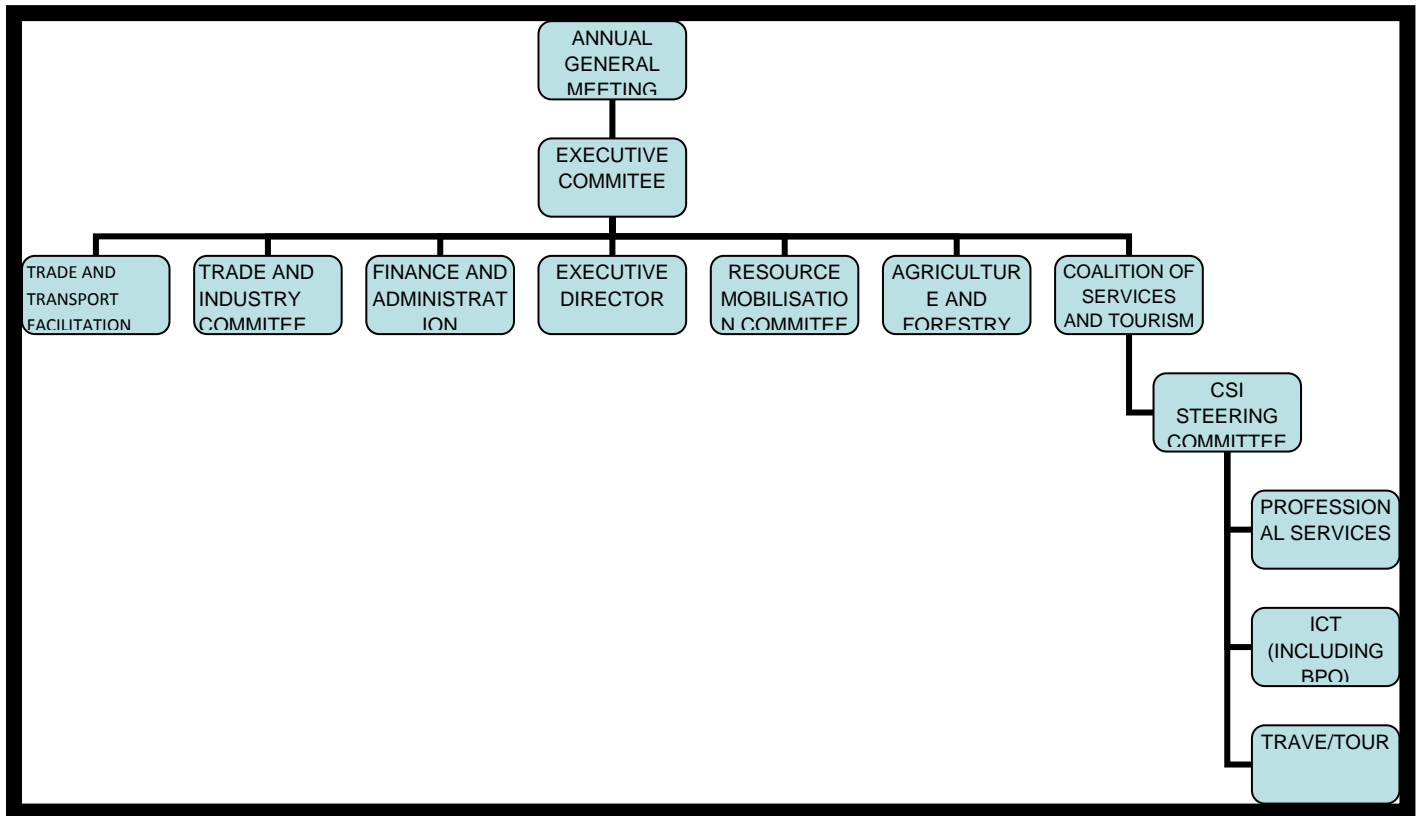
A major issue in service sector development around the world, in fact, arguably the principal issue, is the lack of finance for services firms and the inability or unwillingness of traditional finance institutions to provide credit to firms without physical or tangible assets. This handicap was also underscored in the October, 2009 workshop on the role of coalitions³⁸, and must be addressed in order to stimulate growth (organically in the domestic market) and export development. There is a big role for education of financial institutions and other entities, especially government regulators and policy staff of the need to develop creative mechanisms for valuing intellectual assets (which is what most services firms have), while regulations normally speak to financial or physical assets.

4.1.2 Membership and Structure

Primary membership of the Regional Coalition, as demonstrated in the stocktaking of existing regional coalitions above, would most likely come from other national private sector organizations and civil society groups. The extent to which governments of East Africa would be included as observers should be seriously debated before being decided. Hence, membership would include EABC members as well as non-members i.e. Chambers of Commerce, National Trade Councils, Export Promotion Agencies, Manufacturers Associations Professional Services Associations (APSEA), among others. The issue of 'Observer' Members to be drawn from government Ministries may be controversial and needs to be a consensus decision based on a serious cost-benefit analysis. It will be important to keep a good balance between the service suppliers and the manufacturers and traditional business orgs to ensure that the focus remains on a 'services' coalition.

Benchmarking from USCSI and ESF, the structure of the EAC Regional Coalition should be based on different Committees or Sectoral working groups) depending on identified strategic services export sectors. These may include the ones identified in the 'Regional EAC Private Sector report on improved market access to Europe (Primack et Kimani, 2009). Hence, Committees on Professional services, ICT and Travel Agencies and Tour Operators may be considered.

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For example, the Professional services committee can be spearheaded by APSEA whose functions include the recognition of the professional qualifications and skills of its membership throughout the world. APSEA and its members can contribute in the conclusions and effective implementation of MRAs within EPA and other future bilateral and plurilateral negotiations .

In terms of research and awareness building, the EAC CSI could establish a research unit which is similar to that of USCSI. This unit may carry out research and educational projects that strengthen EAC CSI activities.

Similarly to ESF and USCSI, the EAC Coalitions of Services industries can work with a lean Secretariat to backstop the different Committees. Alternatively, one can use the template of BCSI where they have one Programme Manager on Trade in Services followed by three Programme Officers and an Administrative Assistant.

4.1.3 Financial & Technical support

Mobilising a broad region-wide mechanism as being proposed would require a degree of donor support, as the financial and technical requirements (especially at the outset) would lie beyond the capacity of the EAC private sector to undertake on its own. A regional CSI body could thus tap into regional aid for trade/donor finance funds, as well as existing capacity building and technical assistance programmes from various agencies, organizations and donors. These

might include, but not limited to, ProInvest (who are already in the process of starting a similar project)³⁹, DFID, Commonwealth Secretariat⁴⁰, UNECA World Bank and ILEAP⁴¹.

Technical and financial support for sectoral analysis, mobilising professional associations and supporting broader private sector representative engagement will be sought in order to promote a more robust policy- and decision-making process. Technical and financial expertise will also be brought to bear in those sectors where regulatory reform is essential to underpin growth, e.g. data protection laws in the BPO industry. In addition, such funds could be used to support the regional CSI's efforts in assisting EAC services providers to meet international standards and better understand key European markets.

4.1.4 Relations with other Constituents

In order to execute its external role, the regional CSI may work closely with the EAC Secretariat. Building on the concept, 'strength in numbers' the national and regional coalitions, could work with existing national coalitions within the sub-region and on the continent. The regional coalition should also establish contact with its counterparts in Europe, US, China, Barbados, etc. so as to learn best practices and improve standards for its services exporters from existing coalitions.

About EABC

EABC membership composition includes apex associations, sectoral associations, corporate companies and public institutions which directly support the private sector. These include:

Uganda – Private Sector Foundation Uganda ((PSFU) Uganda Services Export Association is a member of PSFU)); Federation of Uganda Employers (FUE); Uganda Export Promotion Council (UEPB); Uganda Manufacturers Association (UMA); Uganda National Chamber of Commerce and Uganda Investment Authority etc.

Kenya – Association of Kenya Insurers; Export Promotion Council (EPC); Federation of Kenya Employers; Industrial Promotion Services; iMed Health Care; Kenya Association of Hotel Keepers and Caterers, Kenya Association of Manufacturers⁴²; Kenya Business Council; Kenya Commercial Bank; Kenya Wildlife Service etc.

Tanzania – Association of Tanzania Employers (ATE); Board of External Trade (BET); Confederation of Tanzania Industries; Tanzania Chamber of Commerce Industry; Tanzania Investment Centre; Tanzania Private Sector Foundation; Zanzibar Investment Promotion Authority etc.

³⁹ Their proposed programme's scope is to support the ACP countries' negotiation process through set up of Regional and National Development and Trade Policy Forums (NDTPF). As such the NDTPFs serve as a platform through which national positions can be developed. The forums consist of the main national stakeholders from the public and private sector. However, the programme does not assist in the process of implementing the EPAs nor strengthen the capacity of national associations

⁴⁰ The challenge though will be how to include Rwanda and Burundi since they are not yet full members of Commonwealth

⁴¹ The support from ILEAP would be mostly of a technical nature, as opposed to financial.

⁴² KAM is a member of KEPSA and the agreement is that KAM represent KEPSA at EABC

Rwanda – Alliance Insurance Brokers; Construction & Renewable Energy Technologies; Private Sector Federation; Technology and Business Incubation Facility etc.

Burundi – Bankers Association, Burundi; Chamber of Commerce, Industries and Agriculture; Burundi Women Entrepreneurs Association; Freight Forwarders Association; Banque de Gestion et de Financement etc.

