
Appendices

Appendix 1 Structure and Decision-making in the Multilateral Trading System: the World Trade Organization

In 1994, WTO members resolved to:

. . . develop an integrated, more viable and durable multilateral trading system encompassing the General Agreement on Tariffs and Trade, the results of past liberalisation efforts, and all of the results of the Uruguay Round of Multilateral Trade Negotiations.

Scope and functions of the WTO

A. Scope (Article II)

Provide a common institutional framework for the conduct of trade relations among members in relation to the agreements and legal instruments of the World Trade Organization Agreements (WTOA). The legal instruments are:

- Annex 1: The Multilateral Trade Agreements (MTAs);
- Annex 2: Understanding on Rules and Procedures Governing the Settlement of Disputes;
- Annex 3: Trade Policy Review Mechanisms (TPRM).

B. Functions (Article III)

- Facilitate the implementation, administration and operations and further objectives of the WTOA and the MTAs.
- Provide a forum for negotiation among members on trade matters.
- Administer the Dispute Settlement Understanding (DSU).
- Administer the TPRM.
- Co-operate, as appropriate, with the International Monetary Fund (IMF) and the World Bank and other inter-governmental organisations with responsibilities for matters related to those of the WTO.

Institutional structure (Articles IV–VIII)

The highest decision-making body in the WTO is the Ministerial Conference (MC) that meets at least once every two years. To date there have been four such meetings (Singapore 1996, Geneva 1998, Seattle 1999 and Doha 2001). Decision-making on the formation of subsidiary bodies and authoritative interpretation of rules is normally conducted through the General Council (which consists of all members). This Council – which also meets under different terms of reference as the Dispute Settlement Body (DSB) and the Trade Policy Review Body – is assisted in carrying out its functions by bodies dealing with each of the broad areas of the WTOA: Goods Council, Service Council and TRIPS Council. Their work in turn is dispersed through a network of subsidiary bodies.

The day-to-day work of the WTO is carried out by the Secretariat of over 500 which provides administrative and technical support for negotiations and implementation of the agreements. They also provide technical support for developing countries and carry out trade performance reviews and trade policy analysis. The legal staff gives assistance in the resolution of trade disputes involving the interpretation of WTO rules and precedents. The Secretariat also deals with accession negotiations for new members.

Generally, discussions are undertaken in working parties and informal meetings. Informal meetings usually involve heads of delegation. However, the ‘green room’ process of selecting a small subset of members, bilateral meetings and informal bargaining sessions have become standard operating practice. Technically, heads of delegation (usually ambassadors) are the participants at the level of the General Council with expert officials participating in technical meetings. Contributions to the WTO are based on individual members’ share in total trade. The WTO currently has 140 members with about 30 potential members awaiting accession.

Decision-making procedures

Legally, decisions in the WTO can be achieved by voting. However, there is a bias against this process and so the practice of decision-making by consensus, which is a carry-over from

the GATT, is the norm. In WTO terms ‘consensus’ is achieved when “no member present at the meeting where the decision is to be taken objects to the proposed decision”. Although there have been no votes cast in the GATT/WTO since 1959 or so, voting relies on a one country one vote formula and is specifically recognised as the appropriate means of decision making in four circumstances:

1. Adoption of interpretations of the WTOA and MTAs (3/4 majority).
2. Decisions on a waiver of a member’s obligations (3/4 majority).
3. Amendments of the provisions of the agreement (2/3 majority or, for five key articles, unanimity).
4. Admission of new members.

There is no specific provision for withdrawal or expulsion with regard to failing to comply with a change amendment except that, “The Ministerial Conference may decide by a three-fourths majority of the members that any amendment made effective . . . is of such nature that any Member which has not accepted it within a period specified by the Ministerial Conference in each case shall be free to withdraw from the WTO or remain a member with the consent of the Ministerial Conference” (Thomas and Meyer, 1997).

Dispute settlement

Disputes are settled under the Dispute Settlement Understanding (DSU). A dispute arises when a member government believes another member government is violating an agreement or a commitment that it has made in the WTO. Key concepts are nullification and impairment, which can occur in two ways:

1. There is a violation of a WTO obligation.
2. There is no specific violation of WTO obligations but the measure is having the effect of nullifying benefits that other members reasonably expect would accrue to them under the WTOA (so-called ‘non-violation nullification and impairment’).

The DSU is administered by the Dispute Settlement Body (DSB) made up of members of the WTO. It has provisions for trade sanctions or retaliation that the winning party is entitled to. However, there are some concerns raised by developing countries and NGOs about the DSU processes and mechanisms. These include: (a) access and participation of developing countries on an equal basis with developed countries; and (b) transparency and participation by members of civil society.

a. Access and participation by developing countries

The main problem here is the cost of access and the capacity to utilise the system. Issues include money, human resources, technical resources and political and economic power. The average duration of a case in the system is about three years. This has significant financial implications for developing countries. Winners are not compensated for losses during this period and a country may not have the capacity to regain market share. It may also lack capacity to retaliate. Rich and powerful QUAD countries such as the US are able to derive the benefits of the DSU. Smaller countries, however, have no real ability to enforce rules if a big player fails to take the corrective measures stipulated by a ruling of the DSU panel. There therefore need to be mechanisms to make the DSU more fair and beneficial to developing countries. One suggested way forward is “to remove the retaliation as an option under the DSU so that the losing party has only two options: comply with the ruling or pay compensation” (Kaukab, 1999). Other suggestions from NGOs include providing legal assistance for developing countries as well as institutional mechanisms to build their capacity to negotiate effectively.

b. Transparency and participation by civil society

Measures need to be undertaken to promote greater transparency of the WTO process in general and the DSU process specifically. This could include rapid de-restriction of official documents, opening dispute settlement proceedings to members of the public and more generalised provisions for submissions – such as *amicus curiae* (‘friend of the court’) briefs – from civil society.

The Multilateral Trade Agreements (MTAs)

1. MTAs in goods:

- i. General Agreement on Tariffs and Trade (GATT) 1994.
GATT 1947 (the original GATT with its amendments prior to 1 January 1995).

Understanding was reached in the Uruguay Round in six areas: (a) other duties and charges; (b) state trading enterprises; (c) balance of payment provisions; (d) custom unions and free trade areas; (e) waivers of obligations; and (f) tariff modification.

Tariff schedules and manner of implementing these schedules were agreed in the Uruguay Round.

- ii. Twelve other agreements in the area of goods covering:
 - Agriculture (AOA);
 - Sanitary and Phytosanitary (SPS) measures;
 - Agreement on Textile and Clothing (ATC);
 - Technical Barriers to Trade (TBT);
 - Trade-Related Aspects of Investment Measures (TRIMs);
 - Anti-dumping;
 - Customs valuations;
 - Pre-shipment inspection;
 - Rules on origin;
 - Import licensing;
 - Subsidies;
 - Safeguards.

2. General Agreement on Trade in Services (GATS).
3. The Trade-Related Aspects of Intellectual Property Rights (TRIPS) agreement.
4. Trade Policy Review Mechanisms (TPRM).
5. Dispute Settlement Understanding (DSU).
6. Plurilateral agreements in four sectors: civil aircraft, government procurement, dairy products and bovine meat.

Appendix 2 Issues of Particular Importance for Developing Countries

Market access

Developing countries are seeking increased opportunities to sell goods and services in the international economy. They hope that expanded access will create economies of scale in production, enhance specialisation (via the efficient utilisation of resources such as market information) and promote movement of capital. This in turn will lead to more employment, increased production, wider availability of goods and services, income growth and a better standard of living. Market access is a critical lever in all sector negotiations from agriculture, services and investment to intellectual property and competition policy discussions.

Developing countries need to increase their understanding of the international and national (especially structural and institutional) limitations to market access, including the relationship between market access to technical assistance and provisions for special and differential treatment (S&DT).

Special and differential treatment (S&DT)

Special and differential treatment (S&DT) refers to provisions and measures in trade agreements that attempt to take account of and adjust for economic disparities between states. The conceptualisation of S&DT has a long history going back to the Havana conference (1947–48) that laid the foundations for the GATT. It was set in place in response to developing countries' argument that trade liberalisation based on Most Favoured Nation (MFN) status did not take into account historical trade relations and structural dependency in the world economy. They argued that other measures were needed, including improved terms of trade, a reduced dependence on exports of primary commodities, correcting balance of payments volatility and the promotion of industrialisation through the use of protection (for infant industry) and export subsidies.

S&DT was thus meant to establish equity and fair competition where structural conditions are different and to avoid dis-

tortion due to negotiating power. The operational pillars of S&DT are:

- preferential access under a generalised system of preference (GSP) – this offers non-reciprocal concessions and the freedom to create preferential regional arrangement without conforming to GATT requirements on free trade areas and customs;
- policy discretion to: (a) maintain trade barriers to deal with balance of payments issues and protect infant industry; and (b) offer governmental support to domestic industries.

Under the WTO, however:

- S&DT has been de-legitimised and narrowed to: (a) longer transitional periods to implement the WTOA; and (b) technical assistance and differences in threshold levels.
- GSP is being eroded and flexibility reduced.
- S&DT is to be phased out by 2005 (with some exceptions i.e. subsidies).
- S&DT issues have been incorporated in an ad hoc manner with no underlying consensus.
- Current S&DT measures have failed to meet the needs of the South.
- S&DT is under threat from the US.

Implementation problems

Implementation problems refer to the so-called systemic issues, including structural imbalances and weaknesses, that work to the disadvantage of the South in agreements such as AOA, ATC, TRIMs and TRIPS. They include calls for assessment of the Uruguay Round Agreement and the operationalisation of special and differential rights. The more protracted battle areas are:

- anti-dumping rules;
- exemption from the TRIPS agreement;
- extension of transition periods under TRIPS and TRIMs;

- removal of restrictions on textile trade;
- subsidies and custom valuation.

These issues have remained as they were in the 19 October 1999 Pre-Seattle Draft Ministerial (the Muchomo Text). The Doha Ministerial yielded a document on 'Implementation – Related Issues and Concerns' that simply promised to consider these issues in the future. Problems with implementing particular agreements include:

Trade-Related Aspects of Investment Measures (TRIMs). The South would like TRIMs to be amended to allow the right to use local content policy and to limit the import of a certain percentage of foreign goods. This would be possible by exempting the South from the discipline of application of domestic content requirement through an enabling provision in articles 2 and 4. The South would also like to see article 5.2 (regarding the length of the transitional period for TRIMs) amended. Other issues that are problematic for developing countries revolve around requests for the extension of the time frame for implementation of TRIMs relating to local content and foreign exchange requirements (article 5.3).

The Agreement on Textile and Clothing (ATC). From the point of view of the South there has been no meaningful liberalisation or removal of restraints by Canada, the EC or the US – the major importers.

Anti-dumping provisions. It is the view of a number of developing countries, such as Chile, that anti-dumping is an issue of 'over implementation' by the North and distorts the effect of market access negotiation. Anti-dumping is seen as 'trade harassment' used by the QUAD against the South.

The TBT and SPS. The Agreement on Technical Barriers to Trade (TBT) permits the formulation and implementation of regulations to protect the health of human beings, animals and plants. TBT and Sanitary and Phytosanitary (SPS) standards are technical standards that are to be based on scientific evidence. They have implications for how and where food may be produced, what can be added to it and how plants and animals are to be cared for, and may impose identical requirements on

all imported food. The points of tension between the North and the South have to do with transparency, better definition of international standards and guidelines and the South's need for technical assistance. There are calls for increasing the effective participation of developing countries in the work of international standard-setting bodies as well as for increasing financial and technical assistance for developing countries in order to enable them to meet their obligations in this area.

The so-called Singapore (or 'new') issues. New issues refer to the quadruplet of investment, competition policy, trade facilitation and transparency in government procurement.

Appendix 3 Regional Economic and Trade Agreements and Gender

Southern African Development Community (SADC), 1980 and the SADC Free Trade area, 2000

Role: Co-ordinate, regulate and monitor trade in the region.

SADC members: Angola, Botswana, Democratic Republic of Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe.

SADC Free Trade Area: Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania and Zimbabwe. Zambia is to join soon. Angola, Democratic Republic of Congo and Seychelles may join later.

Policy framework for mainstreaming gender

1. Declaration on Gender and Development (1997).
2. 1998 Addendum: The Prevention and Eradication of Violence Against Women and Children.
3. Gender Plan of Action.

Essential features or commitments:

- a) gender on the agenda of the programme of action and community building initiative;
- b) ensure equal representation of women and men in decision-making of member states and SADC structures at all levels;
- c) seek to promote women's full access to and control of productive resources such as land, livestock markets, credit, modern technology and formal employment;
- d) repeal and reform laws to change social practices that subject women to discrimination;
- e) amend constitution to change social practices that subject women to discrimination.

Institutional framework for advancing gender equality

1. Standing Committee of Ministers Responsible for Gender Affairs.
2. Advisory Committee/Regional Advisory Committee on Gender.
3. Gender Focal Points at sector level (to examine sectoral initiatives).
4. Gender Unit in SADC Secretariat (1998) (to advise, co-ordinate and facilitate gender equality in SADC).

Activities to date

Trade fairs; Conference on Gender and SADC; Gender Audit.

Common Market for Eastern and Southern Africa (COMESA), 1994

Members: Angola, Burundi, Comoros, Democratic Republic of Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Namibia, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia and Zimbabwe.

Policy Framework for mainstreaming gender

1. Gender policy statement (in process).
2. Promoting women entrepreneurs through the Federation of National Associations of Women in Business (FEMCON).

Asia-Pacific Economic Cooperation (APEC), 1989

Role: A consultative forum to provide the institutional framework for addressing issues of economic interdependence. Two Pillars: (i) economic and technical co-operation; and (ii) free trade in the region by 2010 for industrialised countries and 2020 for others.

Members: Australia, Brunei Darussalam, Canada, Chile, China, Hong Kong, Indonesia, Japan, Malaysia, Mexico, New Zealand, Papua New Guinea, the Philippines, the Republic of Korea, Singapore, Taiwan, Thailand and the US.

Policy framework for mainstreaming gender

1. 1996 APEC Leaders Declaration (Subic, the Philippines) – special emphasis on the full participation of women and youth. Areas highlighted were: science and technology, women entrepreneurs and small and medium-sized enterprises (SMEs) in rural areas and participation of women in the benefits of economic growth.
2. 1997 APEC Leaders Declaration (Vancouver) – called for specific steps to reinforce the important role of women in economic development. Areas highlighted were: industrial science and technology (IST), human resources development (HRD), tourism and transportation.
3. 1998 Ministerial Meeting on Women (stocktaking of progress to-date and next steps forward in the integration of women and the mainstreaming of APEC activities).
4. 1999 Framework for the Integration of Women in APEC:
 - a) gender analysis;
 - b) collection and use of sex-disaggregated data;
 - c) the involvement of women in APEC.

Essential features or commitments:

Commitment to mainstream gender in APEC agenda, in particular in IST, HRD and SMEs.

Institutional features for mainstreaming gender

1. APEC encourages women delegates (though women are still under-represented).
2. APEC working groups to address gender issues programmes at the policy level (HRD, IST and SMEs).
3. Ministerial Meetings on Women since 1998.
4. Ad Hoc Advisory Group on Gender (AGGI): the institutional mechanism for operationalising the 1999 Framework and managing the task of gender mainstreaming (until 2002).

Some important activities to date

1. Human Resources Development Working Group (HRDWG):
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- Projects on gender aspects of HRD: gender equity in education and training 1994; Industrial and Technology Training programmes for women (1995); and the Role and Status of Women in HRD in Social and Economic Development in APEC (1996).
 - Conference on Gender and Lifelong Learning (June 1998).
 - Linkages between paid and unpaid work formulation in HRD policies.
 - Stocktaking on its progress on gender integration/mainstreaming.
2. Industrial Science and Technology Working Group (ISTWG):
 - Guide to Women's Science and Technology Organisations;
 - Expert Group Meeting on Gender, Science and Technology (1998);
 - Ad Hoc Group on Gender, Science and Technology.
 3. SME policy level group: Study on Women Entrepreneurs in SME in the APEC region.
 4. Transportation Working Group to look at preparing women for careers in transportation sectors.
 5. Tourism Working Group to look at promoting role and contribution of women in tourism.
 6. Overview Paper: 'Women and Economic Development Cooperation in APEC, 1998' (prepared for 1998 Ministerial Meeting on Women).

Other gender mechanisms

Women Leaders Network (WLN): A network of women leaders from the private sector, public sector, academia and NGOs in the 18 APEC countries. Though not a formal APEC body, WLN advocates for a gender perspective on and the full participation of women in APEC trade and investment liberalisation programmes and policies.

Gender Focal Point Network (GFPN): Two rings of gender focal points are proposed: (1) from each of the APEC working

groups, task force and fora; and (2) from each member economy – the current composition of the AGGI. Members' GFPs are likely to be national women's machineries. The GFPN will be chaired by a Senior Officer and be under the auspices of a Gender Integration Programme Director based in the APEC secretariat who will provide administrative support and guidance and hold the rings together. Anticipated outputs include: annual meetings and progress reports (as part of APEC Economic Outlook) and a Gender Outlook report every two years that will coincide with a Ministerial Meeting on Women.

The Caribbean Community (CARICOM), 1973

Role: economic co-operation through co-ordination of foreign policy among the independent member states; and common services and co-operation in functional matters such as health, education and culture, communications and industrial relations.

Members: Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Haiti has satisfied all the terms and conditions except for the deposit of an appropriate instrument of accession so is not yet a full member. Associate Members: Anguilla, the British Virgin Islands, and the Turks and Caicos Islands. Observers: Aruba, Bermuda, the Cayman Islands, Columbia, Dominican Republic, Mexico, Netherlands Antilles, Puerto Rico and Venezuela.

Policy Framework for Gender Mainstreaming

1. Towards a Regional Policy on Gender Equality and Social Justice (CARICOM Ministers with Responsibility for Women's Affairs, 1996).
2. CARICOM Regional Plan of Action.
3. Framework for Mainstreaming Gender in Key CARICOM Programmes, starting with Education, Health, HIV/AIDS and Labour (Ministers/the Council for Human and Social Development).

Institutional framework for gender mainstreaming

CARICOM Women's Affairs Division.

Activities

'Macroeconomic Policies and Social Equity in CARICOM' – a presentation to the Ad Hoc Expert Group Meeting on Gender and Macroeconomic Policies in the Caribbean, 16–17 October 2000 – highlighted that gender was explicitly referenced as one of the six developmental priorities for CARICOM:

1. Alleviation of poverty.
2. Reduction of unemployment.
3. Improvements in health, education, skills and the standard of living for all.
4. Economic diversification.
5. Equitable distribution resources.
6. Removal of gender and other forms of discrimination.

Pacific Islands Forum

Members: The Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Republic of the Marshall Islands, Samoa, the Solomon Islands, Tonga, Tuvalu and Vanuatu, Australia and New Zealand.⁸

Policy framework for gender mainstreaming

1. Pacific Platform for Action prepared for the UN Fourth World Conference on Women in 1995.
2. Forum Economic Ministers Action Plan of 1998/1999 (para 6(a): "We will involve the widest possible range of stakeholders when designing and implementing economic reform programmes").
3. Principles and recommendations from the Pacific Islands Forum Roundtable on Gender and Economic Reform, March 2000 (based on the Forum Economic Ministers 1998/1999).

Activities

- Symposium on Global Trade and Multilateral Agreements: Gender, Social and Economic Dimensions, February 2003.

⁸ Australia and New Zealand are not members of PICTA, the Pacific Free Trade Agreement.

- Pacific Round Table Meeting on Gender and Economic Reform, March 2000.
- Social Impact Assessment of Pacific Island Countries Trade Agreement (PICTA). PICTA proposed: (a) a gradual lowering of tariffs on goods traded among island states over a ten-year period; (b) removal of all non-tariff barriers (quotas, import and export licences, etc.); and (c) prohibition against offering lower tariff rates to non-PICTA countries.
- Social Impact Assessment of the Pacific Agreement on Closer Economic Relations (PACER). PACER provides a framework for future free trade agreements and economic relations in the region as a whole, including Australia and New Zealand (the gender dimensions are undetermined).
- Assorted free trade agreements with the EU starting September 2002, under the Cotonou Agreement (the gender dimensions are undetermined).

Sources:

For APEC: Durano, 2002a and 2002b; assorted APEC statements and research documents. Please see bibliography.

For SADC: DTI, 1999; Molokomme, 1999; Mlambo-Ngeuka, 1999; Patten, 1999; Khaxhas, 1998; Raditaple, 1998; and the Women's National Coalition, South Africa, 1998.

Appendix 4 A Model for Civil Society Consultation⁹

A two-phased civil society consultation process/public education outreach to create a deeper awareness and understanding of, and a coherent approach to, economic globalisation.

Phase I: Preparation of module for public education programme.

Phase II: Dialogues with civil society: activities and events.

Phase I. Popular public education resources on globalisation/regionalism and trade liberalisation

Goal: To deepen the awareness and understanding of economic globalisation.

Objectives:

1. To increase the understanding of a wide cross-section of the population: workers, students, community activists, farmers, business and other producers about the vulnerabilities, threats and opportunities to their livelihood strategies and business prospects posed by globalisation.
2. To help to stimulate new thinking and creative strategic response to these vulnerabilities, threats and opportunities and to enhance and create new pathways for wealth and income generation for the future.

Targets: community groups and the general public.

Outline:

- An overview and analysis of the systemic aspects of economic globalisation as it is being implemented via international and regional trade agreements and institutions. What is the driving engine? How does it – and will it – impact on the nation in terms of: poverty, equality, development, growth, jobs, community development and public service?
- Discussion of values and processes for the nation. How do

⁹ Adapted from a model developed for Jamaica.

citizens identify themselves in relation to globalisation?
What are the opportunities and threats?

- What has the nation committed to so far and what is the scope for national policies and development?
 - a) overall vulnerabilities of the national economy to economic globalisation;
 - b) specific threats for various sectors or groups;
 - c) cross-cutting issues: governance (transparency, participation and democracy); gender; economic security;
 - d) potential opportunities.
- Comparative discussion of various country and regional responses and strategies to deal with economic globalisation.

Phase II. Dialogues with civil society: activities and events

Goal: To develop a coherent and agreed upon approach to economic globalisation.

Objectives:

1. To stimulate public dialogue on economic globalisation and its impact and prospects for the economy.
2. To identify the priorities and concerns of men and women in this regard.
3. To build consensus around an integrated trade, development and globalisation strategy that promotes sustainable growth and development in the country.

Events and activities:

- A series of dialogues with policy-makers, activists, business people, trade unions, farmers, workers and community groups to promote their understanding of the issues and to examine alternatives from their perspectives.
- A series of dialogues with and presentations to the media to stimulate broad public dialogue on the issue.

Implementation process:

The resources created in phase I (popular education materials on specific subjects, simple briefing documents and sector ministries' positions on each of the issues, etc.) will be a critical input in the outreach process. The Minister of Trade and core staff will be available for active participation in these events. A network of local experts and resource people could be encouraged to speak on the issues as appropriate. The following could also be invited:

- NGOs and business and professional organisations – to join the consultation/public education campaign as dialogue partners and as sponsors of roundtables and workshops.
- Agencies such as those working on poverty eradication, micro credit, domestic violence, food/nutrition – to integrate this concept into their outreach programmes, strategies and events dedicated to community building and consciousness raising and mobilisation.
- Church groups, workers' association and trade unions – to integrate these events and activities as part of their regular meetings or annual events.

Special note: It is highly recommended that a facilitator skilled in participatory methodology and knowledgeable about the issue be engaged to work with the groups identified to package the events and programme as well as facilitate a participatory and enlivened process for the consultations and dialogues. This will ensure consistency and focus between the different meetings as well as be critical for putting together the final documentation of the various concerns and recommendations.

It is also recommended that, wherever and whenever possible, these events be audio/video recorded, as appropriate. Selected events may also be web-based, or an Internet conference could itself be an event. In any case, reports of the various dialogues/meetings/roundtables should be included on the website of the Ministry of Trade.

The organisation of the events should provide substantial opportunities for broad and informal participation and exchange of views, both in the plenary (not lasting more than twenty minutes) and in structured interactive sessions. Copies

of the resources generated in Phase I should be made available to all participants.

Output: An 'Alternatives' document embodying a variety of perspectives and recommendations drawn from the dialogue/consultation.