

ACTION PLAN

Objective/Policy/ Technical Issue	Action recommended	Requirements			Agency involved	Time frame for initiation of action
		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
Trade Policy						
<i>Tariff Policy</i>						
	In consultation with EAC partners, establish a time-table for phase-out of special tariffs on “sensitive products”.		X		MTTI, MFPED, EAC partners	Medium term
	Work with EAC partners on the reduction of the CET.		X		MTTI, MFPED, EAC partners	Medium term
<i>Non-Tariff Import Policy</i>						
	Collaborate with pesticide regulation authorities in EAC partner countries to register agro chemicals which have undergone supervised tests in any one of the 3 countries.		X		EAC pesticide regulation authorities	Medium term
<i>Export Policy</i>						
	Critically assess export tax on raw hides and skins with a view to phasing it out.		X		MTTI, MAAIF, MFPED	Short term
<i>Regional Integration</i>						
	Harmonize trade standards and behind-the-border regulations with EAC and COMESA member countries to pursue deeper regional integration and to avoid contradictory requirements.		X		MTTI, MFPED, EAC partners	Medium term
<i>Trade Information</i>						
	Undertake year-round monitoring of informal cross-border transactions to improve trade statistics			X	UBOS, DP	Short term
Market Access						
<i>International Market Access</i>						

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	Negotiate for more favorable rules of origin (including ‘cumulation’ and simple change of tariff heading or lower value-added rule) to improve access to EU markets in context of EPA negotiations.		X		MTTI, MFPED	Short term
	Undertake studies to identify services sectors for liberalization for EPA negotiations.		X	X	MTTI, MFA, DP	Medium term
	Push for reductions in tariff peaks and tariff escalation including in middle-income developing countries in the context of Doha Round of WTO negotiations.		X		MTTI, MFA	Short term
	Take proactive stance in Doha Round by offering own concessions (such as extension of tariff bindings and bound cuts to more tariff lines) in exchange for substantial reforms of world agricultural trade.		X		MTTI, MFA	Short term
Regional Market Access						
	Push for simple, non-restrictive rules of origin specifications in regional arrangements.		X		MTTI, MFPED	Short term
	Expedite accession to COMESA Free Trade Area.		X		MTTI, MFPED	Short term
Institutions for Trade Policy Making						
	Hire consultant with specialist skills in public sector change management to implement Functional Analysis Plan.		X	X	MTTI, DP	Short term
	Introduce Medium-Term Strategic Plan for MTTI based on Functional Analysis.		X	X	MTTI, DP	Short term
	Transfer AGOA Office activities into MTTI.		X		GOU	Short term
	Provide legal status to IITC.		X		GOU	Short term
	Extend staff training beyond Functional Analysis plan to improve quality of all IITC sub-committee secretariat functions.			X	MTTI, DP	Short term

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	Improve functioning of IITC and sub-committees by considering having committee meetings chaired by members outside GOU and do not set up separate Export Growth Group.		X		MTTI	Short term
	Ensure continued MTTI involvement in PEAP Pillar Working Groups including through adequate activity planning and staffing arrangements.	X	X		GOU	Short term
	Adopt National Trade Policy (NTP) which will include full analysis of various trade policy issues facing Uganda in next 3-5 years based on which to provide guidance on resource allocation in MTTI.		X	X	MTTI, DP	Short term
	Conduct annual exercise to update resource allocation within MTTI based on continuous update of analysis of trade issue needs (see above) either within NTP itself or separately.		X		MTTI	Short to Medium term
	MTTI to second specialist staff to key overseas missions (e.g. Geneva, Brussels, Arusha, Lusaka).		X		GOU	Medium to Long term
	MTTI to take lead role in trade policy making including developing and implementing positions for all regional and international trade policy negotiations; MFA to assume role of coordinating GOU relationship with regional and international groups that entail more than just trade policy; MFPED to take lead in negotiations that cover more than just trade policy (deferring to MTTI in trade policy matters).		X		GOU	Medium term
	Modify “Memorandum on Restructuring of MFA” to reflect the above two points.		X		GOU	Short term
Institutions for Export Development						
	Seek donor assistance for preparing and implementing restructuring plan to transform UEPB into new independent body such as corporation with clear supply-side focus.		X	X	GOU, DP	Short to Medium term

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	Combine MTCS and SEP into new National PSD Strategy that links into Pillar Two of PEAP. PIRT to continue consultations at highest level which will feed into new PSD Strategy.		X	X	GOU, DP	Short to Medium term
	Designate a dedicated line unit within institution that has overall leadership role in development planning for the development and implementation of new PSD Strategy.		X		GOU	Short to Medium term
	Support new PSD Strategy with mechanism (based on IITC model) for coordination and dialogue with different line ministries, agencies, private sector, and CSO.		X		GOU, private sector, CSOs	Short to Medium term
	Take decisive action with respect to proposed merger of UEPB, UTB, and UIA—either go forward expeditiously with merger or formally announce abandonment of the merger.		X		GOU	Short term
	Review transfer of ECGS and APEX to UDB.		X		BOU	Short term
Trade-Related SPS and Quality Management Capacity						
<i>Standard setting and legislation</i>						
	Complete needed consultations and actions to enact the pending new/revised legislation related to food safety, agricultural health, and biosafety.		X		Ugandan Parliament, Agricultural Sessional Committee, relevant Ministries and Departments	Short-Term

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	Harmonize selected East Africa regional SPS and quality regulations and procedures that will facilitate trade and private investment	X			UNBS, MAAIF, and regional counterparts	Medium-Term
Testing and Diagnostics						
	Develop laboratory plan that rationalizes existing capacities and creates one central laboratory for specialized plant and animal health testing		X	X	Task force with UNBS, MAAIF Departments, and Chemiphar, SGS, MOF	Short Term
	More clearly define role of UNBS relative to that of private sector testing recognizing UNBS's primary roles as providing accreditation, setting standards, and confirming testing accuracy.		X		MTTI, UNBS, Chemiphar, SGS	Short-Term
Fisheries Supply Chain						
	Develop awareness raising and training program among fishers to promote hygiene, proper handling practices, and storage to preserve fish quality			X	UFEA, DFR, UFFCA, Local Councils	Short-term
	Examine the feasibility and potential approaches to implementing a system of traceability in the fish supply chain.			X	Same as above	Medium Term
	Develop appropriate regulatory framework for aquaculture, train staff of competent authority to monitor and enforce regulations, conduct necessary risk assessments and promote adoption of good aquacultural practices.	X		X	DFR, UFPEA, Private consultants	Medium-Term

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	For pesticide residues in fish, shift from consignment testing to surveillance approach involving random samples of water, raw material, and finished products.		X		DFR, UFPEA, Chemiphar	Short term
Horticulture						
	Reconsider proposed policy to formally link issuance of phytosanitary certificates with <i>mandatory</i> adoption of EUREPGAP and other management systems.		X		MAAIF	Short-Term
	Promote quality and facilitate the broad adoption of GAP, better post-harvest and packing practices and associated systems for supply chain management in the form of a voluntary UgandaGap, appropriate to the industry's level of development and in accordance with evolving buyer requirements.		X	X	Private companies, DCP, NGOs	Medium-Term
Proposed Reintroduction of DDT						
	Gauge perceptions of foreign buyers in relation to reintroduction of DDT to obtain sense of actual risks and potential buyer requirements.			X	Private sector associations, MOH, MAAIF	Short term
	Organize event in which public officials and private sector representatives from other countries will elaborate on how they managed the reintroduction of DDT for malarial control and minimized the trade, environmental and other risks.			X	Private sector associations, MOH	Short-Term
Coffee						
	Develop plan for industry-wide assistance in raising producer awareness by providing training on quality and ochratoxin control.	X		X	UCDA, National Union of Coffee Farmers, Private Companies	Short-Term

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Tourism and Food Safety						
	Conduct comprehensive baseline survey and needs assessment on food safety in hotels and restaurants.			X	MTTI, UTA	Short Term
Maize						
	Evaluate and apply quick and inexpensive screening tests for aflatoxin that can be used at collection centers and storage warehouses.	X		X	NARO, WFP, Maize Traders	Short-Term
	Intensify efforts to improve post-harvest drying/management of maize through training + investments in suitable facilities.	X		X	NARO, NAADS, WFP, Maize Traders	Medium- Term
Promotion of Good Practices						
	Promote awareness and application of HAACP through broad based programs in the food and manufacturing sector generally or in designated pilot sectors.	X		X	UNBS, TQM, CPC, Industry associations	Medium- Term
Transport and Trade Facilitation Issues Outside of Uganda						
Reduce delays at Mombasa and Dar Es Salaam Ports						
	Use regional fora to address problem of delays in Ports, including placing emphasis on use of electronic data interchange and improved cargo tracking (see related recommendation for Uganda Customs regarding establishing advance shipping information system in ASYCUDA++)		X	X	KPA, KRA, TRA, TPA, URA	Short Term
Reduce incidence of or abolish customs bonds						
	Use regional fora to remove or reduce the requirement for customs bonds, including mandatory requirement of global positioning satellite on transit trucks to facilitate monitoring.		X		KRA, TRA, URA	Medium Term
Enhance regional rail capacity						

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	Finalize concessioning of railways and regulate rail service provider to prevent abuse of market power in niches that railways could dominate (such as container traffic).	X	X		MWHC, MTRA (proposed), GOK, GOT	Short and Medium Term
Transport and Trade Facilitation Issues Inside Uganda						
<i>Reduce POL cost</i>						
	Enhance competition for POL transport by improving rail capacity and ensure independence of MTRA to prevent pipeline extension to Kampala having monopoly over POL.	X	X		MWHC, MTRA (proposed), GOK	Medium Term
<i>Improve road infrastructure</i>						
	Expedite approval and implementation of Master Plan for the Greater Kampala Metropolitan Area.		X	X	MWHC, MFPED, KCC, Ministry of Local Government, DP	Short Term
	Accelerate rural road connectivity contingent on donor funding.		X	X	Local Government, DP	Short to Medium term
<i>Reduce road transport costs</i>						
	In conjunction with EAC partners, consider applying capital goods tariff slab for truck imports taking into account macroeconomic and fiscal implications.		X		MWHC, MFPED, EAC partners	Medium to Long term
	Expedite refunds of VAT payments on truck purchase.	X			URA	Short term

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<i>Enhance air freight infrastructure and facilities</i>						
	Seek external assistance to support proposed CAA investment plan for freight infrastructure and facilities at Entebbe Airport.	X		X	MWHC, MFPED, CAA	Medium Term
<i>Enhance road transport efficiency</i>						
	MTRA to introduce vehicle inspection and enhance drivers' training.		X		MWHC, MTRA (proposed)	Medium Term
<i>Improve transport data</i>						
	MTRA to collect data on Uganda's regional transport flows from URA, UNRA, and MWHC.		X		MWHC, MTRA (proposed), UNRA, URA	Medium Term
	URA to maintain computerised database of completed transit truck movements (and rail movements after the railway is concessioned) and share database with MTRA.	X			URA	Short Term
Customs						
<i>EAC Customs Management Act</i>						
	Priority attention to developing and issuing regulations under the EAC Customs Management Act.		X		URA, EAC partners	Short term
	Prepare proposed improvements to EAC Customs Management Act and resolve remaining institutional issues for joint border posts including matters related to sovereignty.		X		URA, EAC partners	Medium term
<i>Information technology</i>						
	Secure funding from donors for the rollout of ASYCUDA++ to all major border stations and Entebbe.			X	URA, DP	Short term

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	Once ASYCUDA++ is operational, investigate possibility of encouraging shipping companies who already provide consignment information in Mombassa to do so for Through Bills of Lading (TBL) for Ugandan traffic to URA customs.	X			URA, EAC	Short term
	In cooperation with EAC partners, develop capability for direct trader input from point of embarkation.	X		X	URA, EAC, DP	Long term
	Regularly evaluate ASYCUDA++ operations and update selection criteria based on experience.	X			URA	Short term
Import/export procedures						
	Review valuation practices at all border stations to ensure effective application of WTO valuation rules as per 2004/2005 URA Business Plan.	X			URA	Short term
Transit procedures						
	Eliminate use of internal customs checkpoints and replace with more reliable and effective measures based on automation, modern technologies, and intra-EAC cooperation.		X	X	URA, DP	Long term
Other customs operations						
	Operationalize post-release audit unit by acquiring staff with right set of academic qualifications and experience and by securing necessary training.	X			URA	Short term
	Consider removing or reducing the requirement for in-transit bonds for clients meeting acceptable risk-management criteria.		X		URA	Medium term
	Consider extending ICD and warehouse license periods from one to five years, based on risk-management criteria and appropriate monitoring		X		URA	Medium term
	Implement risk-based approach for physical inspections for exports involving duty drawback and VAT refunds.	X			URA	Medium term

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	Undertake a World Customs Organization time release study to provide diagnostic information on processing and clearance bottlenecks and clearance times.			X	URA, WCO, DP	Short term
	Re-instate systematic collection of road truck vehicle flow information and develop new program to use archival information to compute time for goods coming to Uganda from Mombassa and for goods continuing in transit in Uganda.	X		X	URA, DP	Short term
<i>Cooperation with other agencies and private sector</i>						
	Formalize and regularize customs consultation processes to foster open communication and constructive partnerships with stakeholders	X			URA	Short term
<i>Sudan</i>						
	Develop a comprehensive plan to augment border stations (staff and infrastructure) to deal with potential increases in traffic to and from the Sudan.	X		X	URA, DP	Medium term
<i>Management and human resources</i>						
	Accelerate development and implementation of URA integrity program.	X		X	URA, DP	Short term
Coffee						

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<i>Combat coffee wilt disease</i>						
	Undertake careful study of history of disease outbreaks in the region.	X			CORI, UDCA	Short term
	Study and publish all information obtained through surveys to enhance documentation of disease in Uganda.	X			CORI, UCDA	Short term
	Accelerate research for development of wilt-resistant coffee varieties.		X	X	CORI, MAAIF, DP	Short term
	Test newly developed varieties in the field.			X	CORI, UCDA, MAAIF, DP	Short term
<i>Evaluate/restructure the coffee replanting program</i>						
	Hire independent auditor to evaluate coffee replanting program including pre-program replanting process.		X	X	UCDA, UCTF, DP	Short term
	Restructure replanting program according to findings of the evaluation (action above) and align it according to the development of wilt disease-resistant varieties.		X	X	UCDA, UCTF, MAAIF, DP	Short term
Cotton						
<i>Introduce genetically modified cotton</i>						
	Initiate work on legal and regulatory framework for genetically modified (GM) cotton.	X		X	UGCEA, CDO, NARO	Short term
	Introduce GM cotton.		X	X	UGCEA, CDO, NARO	Medium term
<i>Restructure practice of announcing indicative prices</i>						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Change practice of announcing indicative prices by either: (i) disseminating more up-to-date price information; or (ii) making them guaranteed prices combined with some kind of price hedging mechanism.		X X	X	UCGEA, CDO	Short term Long term
Tea						
<i>Research and dissemination</i>						
	Establish tea research program at Rwebituba to be funded and directed by the tea industry.				UTA	Medium term
	Industry to disseminate new planting materials derived from research.				UTA	Medium term
<i>Role of government</i>						
	Confine government role to usual regulatory one dealing with health, environment, and safety issues.	X			GOU	Short term
	Develop information database.			X	MAAIF	Medium term
Fish						
<i>Ensure Sustainable Exploitation of Capture Fisheries</i>						
	Undertake study to measure fishing capacity with a view to assessing feasibility of implementing fishing capacity limits on Lake Victoria.		X	X	LFVO, DP	Short term
	Develop national plan for determination of sustainable limits to fishing capacity, and allocation of access rights.	X		X	DFR, MAAIF, Local Govts., DP	Short term
	Study costs and benefits of national landing policy with a view to de-criminalizing Lake Victoria fish landings outside Uganda.		X	X	DFR, DP	Long term
<i>Develop Aquaculture</i>						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Simplify approval system: reduce number of permits, clarify conditions for permit award, remove movement permit requirements, remove new controls for wild fry collection and for import of live fish and fish disease.	X			DFR, MAAIF	Short term
	Undertake aquaculture mapping and land-use planning survey to identify aquaculture development zones as focus of public investments in aquaculture and rural infrastructure, and for zonal Environmental Impact Assessments.		X	X	DFR, MAAIF, DP	Medium term
	Provide support (credit and technical assistance) to hatchery investors using development model of Egypt's successful tilapia aquaculture industry.			X	DFR, MAAIF, DP	Long term
	Support applied and adaptive research in collaboration with private sector and dissemination of results using development model applied in USAID FISH project.			X	DFR, MAAIF, DP	Medium term
	Upgrade aquaculture training facilities including <ul style="list-style-type: none"> • developing aquaculture training school in Fisheries Training Institute • upgrading existing practical training facilities after study • modifying syllabus to reflect national strategic priorities (monosex tilapia, feed formulation, pond management, water quality monitoring, fish health, etc) 			X	DFR, MAAIF, DP	Medium term
	Upgrade veterinary drug controls and residue monitoring plan including: <ul style="list-style-type: none"> • preparing regulatory framework • establishing residue monitoring program 			X	DFR, MAAIF, DP	Short term
<i>Upgrade landing sites to improve quality and reduce losses</i>						

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		Implement existing policy	Change policy/legislation/Reform Institutions	Technical assistance/investments		
	Leave development and management of landing sites to private sector.	X			DFR, MAAIF, Local Govts.	Short term
	Reallocate public funding for fisheries infrastructure from landing sites to roads, water supply, electrification, etc.	X			DFR, MAAIF, Local Govts.	Short term
	Derive legal and administrative models for commercially sustainable BMUs by launching pilot project in a small number of sites to examine the best means of BMU incorporation, assess financial viability and levy issues, determine capacity needs for local authorities and BMUs and monitor investment and business performance in relation to publicly managed sites.			X	DFR, MAAIF, DP	Short term
	National roll-out of best model for BMUs derived from lessons from pilot project (action above).		X		DFR, MAAIF	Medium term
	Offer beach management units (BMUs) which have acquired legal personality (by incorporation) legally enforceable land use rights (such as long lease issued by Local Authority).		X		DFR, MAAIF, Local Govts.	Medium term
	Develop BMUs as commercial enterprises by allowing the incorporated BMUs to charge market rates for goods and services at landing sites users.	X			DFR, MAAIF, Local Govts.	Medium term
	Replace existing system of levy collection from fishery sector with direct payments from BMUs to District Council in the form of site rental (as set by lease agreement) and a landing levy (consisting of base levy as required by UFA and local levy determined by District Council).	X			DFR, MAAIF, Local Govts.	Medium term
Floriculture						
<i>Establish a high altitude floriculture production cluster</i>						

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		Implement existing policy	Change policy/legislation/Reform Institutions	Technical assistance/investments		
	Undertake technical and business feasibility study to confirm viability of establishing high altitude production, identify the best sites, and evaluate the scale of investment and productive output.			X	UFEA, DP	Short-term
	Identify infrastructure requirements (roads, electricity, water, telecommunications) and associated capital costs to establish high altitude cluster (after identification of the latter)			X	UFEA, DP, MTTI, MEMD, MLG, MWLE, NRA	Short term
	Remove administrative constraints to facilitate establishment of farms, including land tenure, reimbursement of VAT, etc	X			UIA, UFEA, MWLE	Short term
	Establish trial programs in one or more farms to identify best agronomic practices and new crop opportunities.			X	UFEA, DP, growers	Short term
	Promote the investment in new floricultural production at high altitude and facilitate the establishment of “clusters”. This will be achieved by local and national authorities assisting investors establish legal entities (ie, new companies), Government would assist with infra-structural support and donors would help with supporting the building of the airport cold store, management and technical training and agronomic trials.				UFEA, District Authorities, UIA, MWLE, NRA, MEMD, CAA and DP	Short to medium term
<i>Increase capacity of FHL-managed cold store at Entebbe Airport</i>						
	Continue discussions between UFEA/FHL and CAA (managed by SCOPE).	X			UFEA, FHL, SCOPE, CAA	Short term
	Seek financing for cold store expansion by exploring: use of “distressed flower fund”; donor funds; development banks.			X	UFEA, FHL, BOU, DP, development banks	Short term
<i>Improve quality and number of management, supervisors and technical workers on flower farms</i>						

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	Continue Applied Tropical Floriculture courses to train supervisors and widen curriculum to include floriculture at higher altitudes.			X	UFEA, DP	Medium term
	Implement proposed courses for training farm managers at the Bugalassi and Mountains of the Moon colleges.			X	UFEA, DP	Medium term
	Continue implementation of appropriate standards set by industry and by importing countries.			X	UFEA, DP, exporters, growers	Medium term
<i>Maintain cohesion and cooperation within floriculture industry</i>						
	Ensure existence of strong central association by continuing support to UFEA.			X	UFEA, DP, exporters, growers	Medium term
Horticulture						
<i>Expand fresh horticultural exports to regional markets</i>						
	Help farmers and/or farmer groups improve horticultural yields and quality to improve competitiveness. Help reduce transaction costs by creating more market connections to regional markets.			X	NAADS	Medium term
<i>Expand processed horticultural exports</i>						
	Technical assistance for companies to develop new equipment and staff training			X	NGOs	Medium term
Tourism						
<i>Improve Security</i>						
	Formulate specific measures to improve safety and security in the country, particularly in the north.			X	GOU, DP	Short term
<i>Product Development</i>						

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	Implement existing concession procedures to develop concession opportunities for: (i) canopy walkway; (ii) hot-air ballooning; (iii) mid-range accommodation chain; (iv) camping circuit; (v) private management or co-management of revenue-losing national parks and wildlife reserves; (vi) houseboats on Lake Albert and the Nile in Murchison Falls National Park; (vii) improved mountaineering experience in the Ruwenzori Mountains.	X		X	UWA, UFA	Medium Term
	Increase number of gorilla viewing permits and sales by undertaking research to review permit availability; drafting agreement for privatizing sales of gorilla permits; and reviewing option of larger tourist group size and “shift” viewing.			X	UWA	Short term
	Publicize sites identified for exclusive luxury camping (such as Ishasha in Queen Elizabeth National Park) and provide reliable booking system.			X	UWA	Short term

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	<p>Improve targeted transport infrastructure including:</p> <p>(i) tourist rail journey from Nairobi to Jinja and Kampala</p> <p>(ii) tourist ferry between Tanzania, Kenya and Uganda</p> <p>(iii) allowing regional air charter services to fly into Kidepo, Murchison and Queen Elizabeth N.P.</p> <p>(iv) tarmac runways and improve fencing in above National Parks</p> <p>(v) target two key roads for up-grade: the “Ishasha road” and “Semliki Valley” road</p>		X	X	MWHC, private sector, DP	Short term
			X	X	MWHC, private sector, DP	Short term
			X	X	CAA, private sector, DP	Medium term
			X	X	MWHC, DP	Medium term
			X	X	MWHC, DP	Short term
	<p>Introduce institutional changes to accommodate new tourist products:</p> <p>open immigration offices in Kidepo, Murchison and Queen Elizabeth NPs.</p>		X		MIA, UWA, CAA	Medium term
	<p>Improve planning framework for tourism development by completing:</p> <p>(i) ten district tourism plans</p>	X		X	MTTI, district governments, DP	Medium term
	<p>(ii) Jinja Tourism Plan</p>	X		X	MTTI, Jinja government, DP	Short term

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	Improve service delivery by private sector: (i) initiate scheduled minibus transportation to national parks create delivery platform for domestic tourism such as website linked to mobile phone protocol that coordinate bookings between public and private service providers				Private sector Private sector	Short term Short term
Market Development						
	Allocate part of tourism levy to finance public relations efforts in source markets.		X		MTTI	Short term
	Undertake market intelligence reports for specific segments: adventure tourism (for backpacker/overlander markets, domestic market, UK market, USA market, South African market); and for regional tourism.			X	MTTI, DP	Short term
	Undertake value chain studies for 2 key market segments: adventure and short excursions.			X	MTTI, DP	Short term
	Develop skills in sales and marketing, and in food safety and hygiene.			X	Public and private higher education institutes, DP	Medium term
Measurement of tourism impact						
	Collection of key tourism data, implement information sharing system between UBOS, UTB, URA, MTTI, UWA, foreign visa- issuing mission, regional and district municipalities and private sector, conduct annual exit surveys (expenditure and motivation) at Entebbe Airport.	X		X	MTTI, UWA, CAA, MIA, BOU, World Tourism Organization, DP	Short term
Information, Communications, Technology (ICT)						
Building National Backbone						

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	Commission full-scale feasibility study to assess current state of infrastructure, levels of potential demand and economic activity, and relate to appropriate forms of infrastructure development; study will include plan for roll-out of infrastructure.			X	MICT, DP	Short term
	Create public-private-donor task force to assess model for infrastructure development including the “open access” model and other models that have worked in other countries, based on which to develop specific recommendations for going forward.			X	MICT, DP	Short term
<i>Connection to International Backbone</i>						
	Continue to explore ways to participate in EASSy Project including playing active role in dialogues about how to encourage Project to proceed.				MICT	Short term
	Explore alternative solutions to international connection should EASSy not come to fruition, including collaborating with Kenya on their own cable should the latter proceed on this front.				MICT	Short term

Time Frame: Short-term—within 12 months; Medium term—within 2 years; Long term—2 to 5 years.
DP denote development partners.