



THE REPUBLIC OF UGANDA

MINISTRY OF TOURISM, TRADE AND INDUSTRY

**NATIONAL TRADE SECTOR DEVELOPMENT
PLAN 2008/9-2012/13**

Trading Out of Poverty, Into Wealth and Prosperity

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Executive Summary

The National Trade Policy envisages implementation through five year rolling National Trade Sector Development Plans. This is the first National Trade Sector Development Plan and covers 2008/9 – 2012/13. The Plan gives more detail on the policy actions contained in the National Trade Policy and gives a schedule of implementation plus the requisite financial resource envelope. Overall, the cost of the Plan is Ushs 30.3771 billion over five years.

The Plan, on the basis of the Policy identifies thirteen thematic areas for intervention. The areas are;

- i. Institutional and legislative reform
- ii. Competitiveness enhancement
- iii. Value chain management and value addition
- iv. Private sector development
- v. Enhancement of trade negotiations capacity
- vi. Pursuance of regionalism and bilateralism with a view to enhancing increased trade and investment flows
- vii. Pursuance of multilateralism with a view to influencing international trade rules so that they are supportive of Uganda's trade and development agenda
- viii. Trade facilitation
- ix. Development of entrepreneurial skills
- x. Promotion of electronic commerce
- xi. Promotion and institutionalization of public-private partnership approach in trade policy
- xii. Protection of intellectual property rights and promotion of innovativeness, and
- xiii. Promotion of technology transfer

Accordingly, the specific intervention activities have been developed along these themes. Implementing the Plan in its entirety will help achieve the Vision and Mission of the National Trade Policy. Indeed, the Plan is a tool for trading the country out poverty, into wealth and prosperity.

Implementation of the NTSDP will be a dynamic process following a public-private partnership approach. Monitoring and Evaluation, and where necessary refinement of the targets and implementation modalities will be key elements of the process of implementing the NTSDP.

List of Acronyms and Abbreviations

ACP	African, Caribbean and Pacific Group of States
AfT	Aid for Trade
AGOA	African Growth and Opportunities Act
AMCEs	Area Marketing Cooperative Enterprises
AU	African Union
BOU	Bank of Uganda
CET	Common External Tariff
COMESA	Common Market for Eastern and Southern Africa
DCO	District Commercial Office(r)
EAC	East African Community
EACCU	East African Community Customs Union
EBA	Everything But Arms
EPAs	Economic Partnership Agreements
EU	European Union
GSP	Generalized System of Preferences
IITC	Inter-Institutional Trade Committee
ITC	International Trade Centre
LGs	Local Governments
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MAPS	Marketing and Agro-Processing Strategy of the PMA
MEACA	Ministry of East African Community Affairs
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance, Planning and Economic Development
MIA	Ministry of Internal Affairs
MICT	Ministry of Information and Communication Technology
MLH&UD	Ministry of Lands, Housing and Urban Development
MOES	Ministry of Education and Sports
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health

MOLG	Ministry of Local Government
MOU	Memorandum of Understanding
MOWT	Ministry of Works and Transport
MPS	Ministry of Public Service
MTTI	Ministry of Tourism, Trade and Industry
MW&E	Ministry of Water and Environment
NES	National Export Strategy
NGOs	Non-Governmental Organizations
NPA	National Planning Authority
NTNT	National Trade Negotiations Team
NTP	National Trade Policy
NTSDP	National Trade Sector Development Plan
OP	Office of the President
PfA	Prosperity for All
PMA	Plan for Modernization of Agriculture
PPDA	Public Procurement and Disposal of Public Assets (Act/Authority)
PSC	Public Service Commission
RECs	Regional Economic Communities
SPS	Sanitary and Phytosanitary Measures
TDFC	Trade, Debt and Finance Committee
TRIPS	Trade Related Aspects of Intellectual Property Rights
UCC	Uganda Communications Commission
UEPB	Uganda Export Promotion Board
UNBS	Uganda National Bureau of Standards
UNCTAD	United Nations Conference on Trade and Development
UNFFE	Uganda National Farmers' Federation
URA	Uganda Revenue Authority
US	United States
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

CHAPTER ONE

BACKGROUND

1.1 Introduction

The desire to formulate and consolidate a National Trade Policy (NTP) arose out of a realization by Government that there was no single coherent Trade Policy document to guide players in the trade sector, both in the public and private sectors. Trade and trade-related policies existed in various documents. Most of these policies were not up-to-date, and lacked consistence and coherence. Government therefore decided to consolidate, streamline, update and formulate the National Trade Policy; and avail a single document to guide players in the trade sector. The National Trade Policy was developed through a consultative process spanning over two years. Numerous stakeholders were consulted, individually or as a group; and included Government Ministries and Agencies, Parliament, private sector, academia, and civil society. The Policy envisions implementation through five-year rolling National Trade Sector Development Plans (NTSDP).

The National Trade Sector Development Plan 2008/9-2012/13 identifies and sequences the activities for implementation of the National Trade Policy over the next five years. It defines the short-, medium- and long-term quantitative and qualitative targets, basic activities as well as important basic actions and high priority activities of the sector. It is premised on the fact that trade presents several possibilities for reaping the nation's potential for growth and poverty reduction hence the theme of *“trading out of poverty into wealth and prosperity”*. A vibrant trade sector impacts positively on the economy by placing and distributing incomes into all the production units in the country, thereby raising the purchasing power. These developments will create a domestic market that can kick-start and sustain development; and form the basis for trade, which in turn has the potential to trigger the development and poverty reduction process.

In the past, a lot of reforms and interventions in the trade sector were made without a clear trade policy. As a consequence, the results of several reforms – notably those based on the Washington consensus (trade liberalization, privatization and focus on macroeconomic stability) did not yield long lasting and widespread results. There was lack of coordinated, complementary and support policies necessary for the effectiveness of trade policies. Specifically, domestic trade has been inadequately facilitated, with no explicit efforts to encourage growth such that there would be excess production in one part of the country and acute shortages in another.

For a long time, Government policy was focused on developing export-led growth, which was to be private sector led. There was little effort towards helping the private sector to grow strong, especially in areas where markets were weak or missing and hence it was difficult for the private sector to emerge to the desired level. In addition, there was little explicit effort directed towards developing domestic trade, which led to a less than optimal exploitation of the linkage between domestic and international trade. Trade policy was not clearly defined and was further de-linked from the grassroots, which are the production

centers. The Ministry of Tourism, Trade and Industry (MTTI) was not adequately facilitated to give policy guidance and to monitor implementation of activities at the grassroots where the District Commercial Officers (DCO) were in charge. The reduced emphasis on policy consistency and complementarities resulted into continued lack of capacity in the entire trade sector.

1.2 Summary of the National Trade Policy

1.2.1 Situational Analysis

The situational analysis section of the Policy notes that imports have been growing faster than exports, resulting into a wider trade imbalance. It further notes that most of these imports do not necessarily feed into the production process (i.e. are consumables), a situation which is unsustainable and undesirable.

In analyzing the current situation, the Policy observes that Government policy has focused on developing export-led growth, with Government providing an enabling environment for the private sector to produce and trade competitively. The country maintains an open and liberal economy where trade liberalization reforms have been undertaken through reduction in tariffs, rationalization of tariff bands, substantial reduction in Non-Tariff Barriers, and pursuit of regionalism and multilateralism. Export diversification has been a key component of the trade policy reform. Non-traditional exports account for the bulk of the country's merchandise export earnings, with the main ones being fish and fish products, horticultural products, flowers, maize, cocoa beans, gold and gold compounds, and beans and other legumes. By value, coffee remains the single largest export commodity, followed by fish and fish products.

In terms of international trade, imports have been growing faster than exports, resulting into a wider trade imbalance. In 2001 and 2005 exports increased by 12.5% and 24.1% while imports increased by 5.0% and 19.0% respectively. The real differences in the growth rates between exports and imports should, however, be understood against the background that imports are increasing from a bigger base compared to exports. The trade deficit is estimated at US\$ 1,072.7 million in 2004 and US\$ 1,243.2 million in 2005. The higher increase in imports cannot be desirable as most of them are consumables rather than industrial/production inputs.

Uganda is a signatory to a number of trade and trade-related agreements including: the East African Community Customs Union (EACCU), the Common Market for Eastern and Southern Africa (COMESA), the African, Caribbean and Pacific- European Union (ACP/EU) Partnership Agreement (Cotonou Agreement), the World Trade Organization (WTO), and the African Union (AU). Uganda is also a beneficiary of non-reciprocal unilateral trade preferences such as Everything But Arms (EBA) by the European Union (EU), the African Growth and Opportunity Act (AGOA) of the United States and offers by Canada, Japan and China under the Generalized System of Preferences (GSP). All these arrangements provide the country with a great potential for improved market access opportunities into the respective markets. The country further benefits from relations with

multilateral and commodity institutions, including trade related initiatives and agreements to which she is a member.

The country's major trading partners are the EU and the Common Market for Eastern and Southern Africa (COMESA). For the period 2001 – 2005, the European Union remained the major destination of Uganda's exports, and accounted for 29.7% of exports {excluding re-exports} and 19.7% of imports in 2003. In the same year, COMESA accounted for 27.5% of total imports and 25.4% of exports. It is important to note that Kenya is the single largest trading partner for Uganda in the COMESA bloc. Whereas the percentage share of exports to the COMESA region has increased, the trade imbalance between Uganda and the COMESA region has been widening, rising from US\$ 197.9m in 2001 to US\$ 383.2m in 2005. This could be an indicator that the country is not developing sufficient capacity to take more advantage of opportunities provided by the regional trading blocs.

Until now, more efforts have been directed towards developing export trade with little explicit efforts directed towards developing domestic trade, which has led to a below-optimal exploitation of the linkage between domestic and international trade. Domestic trade and international trade are delineated from each other, yet they should be mutually reinforcing. The development of domestic trade is a priority and an integral component of both the NTP and the NTSDP. Both pay specific focus on dealing with supply side constraints that restrict benefits due from opportunities associated with global trade liberalization and regional integration. Uganda is yet to develop sufficient capacity to take advantage of the trading and market access opportunities that exist under bilateral, regional and multilateral arrangements.

Previous work that was used in the development of the NTP indicated lack of coordinated, complementary and support policies necessary for the effectiveness of trade policies. For example, currently fiscal policy puts a lot of emphasis on revenue generation at the expense of trade facilitation and private sector development. In addition, the persistent lack of sectoral policies in the production sectors such as Agriculture and Industry has compounded the problem.

Overemphasis on liberalization based on the Washington consensus appears to have led to failure to realize that the process requires broader approach. As a consequence, in most developing countries including Uganda, Ministries responsible for trade were relegated to the peripheral with meager budgetary allocations, on the assumption that the private sector would drive the development process with no or little Government support. Currently, there is little support given to development of capacity to trade, especially enhancing private sector competitiveness. The Ministry responsible for Trade itself has not been adequately facilitated to give policy guidance and monitor implementation of activities under her mandate at the national level and through the District staff at the decentralized level.

At the district level there is some good knowledge on domestic trade related policies and policy frameworks such as Plan for Modernization of Agriculture (PMA) and agricultural

zoning but hardly anything on regional and international efforts such as COMESA, East Africa Community Customs Union (EAC CU), WTO and Economic Partnership Agreement (EPAs) among others. Similarly, there was little knowledge of current trade policy developments, partly due to limited or no presence of forums through which trade policy issues could be discussed to allow various stakeholders to make input in the formulation of district trade strategies. The private sector is equally undernourished with regard to information about trade policy aspects. This was partly due to poor information service and facilitation available to the DCOs and limited presence of MTTI statutory bodies such as Uganda Export Promotion Board (UEPB) and Uganda National Bureau of Standards (UNBS).

The above developments, which were partly attributed to poor linkages between MTTI and the districts call for: (i) strengthening of the institutional linkages and flow of policy and supervisory information between the centre (MTTI) and the districts. The statutory bodies need to enhance usage of the various staff of the districts that handle trade issues. (ii) Training of the DCOs in a number of national, regional and international level policy frameworks. Specifically, the DCOs will require support in the following areas;

1. Trade policy development, policy supervision and ways of increasing public awareness through popular local media;
2. Facilitation of the private sector, and promotion of international trade/export;
3. Knowledge of trade opportunities, market information and access to markets;
4. Quality control based on the work of the Uganda National Bureau of Standards;
5. Financial and logistical support; and
6. Data collection, processing and management

The need for involvement of the Centre can be manifested through the savings that it would bring, since the required trade information and understanding of the various processes requires a high level of professionalism and training that cannot be optimally replicated at district level.

1.2.2 Guiding Principles and Priorities

The National Trade Policy is premised on the Vision *“To transform Uganda into a dynamic and competitive economy in which the trade sector stimulates the productive sectors; and to trade the country out of poverty, into wealth and prosperity”*. **The overall goal** of the Policy is *“to develop and nurture private sector competitiveness, and to support the productive sectors of the economy to trade at both domestic and international levels, with the ultimate objective of creating wealth, employment, enhancing social welfare and transforming Uganda from a poor peasant society into a modern and prosperous society”*.

The Trade Policy charges Government with the primary role of eliminating barriers to trade, and providing an enabling environment in which the private sector will thrive and build capacity to produce quality goods and services competitively, reliably, and on a sustainable basis. More importantly, the Policy identifies the salient relationship and

linkage between the trade sector and the productive sectors such as Agriculture and Industry for exploitation as crucial pillars in the move towards transformation. It is acknowledged that all these efforts will be most effective in the presence of strong and efficient institutions, a supportive legal regime, adequate and efficient trade facilitating infrastructure, and appropriate human capital and skills in both the private and public sectors.

To achieve its Vision and Goal, the Policy is guided by the following principles;

- i. Development of both domestic and international trade
- ii. Creating opportunities for equal participation in trade through entrepreneurial development, giving priority to the socially and economically disadvantaged groups in society
- iii. Provision of an enabling environment with a view to developing and nurturing a private sector that is capable of competing at global level
- iv. Targeted Government interventions in specific sectors, if and as deemed necessary
- v. Pursuit of bilateral, regional and multilateral trade initiatives
- vi. Mitigating any adverse effects of practices by the country's trading partners by invoking and implementing trade defense measures as and when appropriate, taking into account multilateral disciplines in the area
- vii. Efficiency, and prudent resource mobilization and utilization
- viii. A coordinated approach to formulation and implementation of trade policy
- ix. Placing greater emphasis on policy coherence, synergies and complementarities
- x. Nurturing and using a Public-Private Partnership approach in the formulation, implementation and monitoring of the National Trade Policy
- xi. Strengthen capacity to engage in, and advocate for Uganda's interests in and during, trade negotiations through improved organizational coordination and leadership, including at preparatory stage
- xii. Being mindful of the negative social and economic effects that might come with growth in trade, and ensure that mitigating measures and policies are put in place
- xiii. Supporting the country's vision to industrialize by complementing the Industrialization Policy.

In the same vein, the Policy is broadly based on the following priorities;

- i. Enhancing competitiveness in the domestic, regional and international markets through developing capacity to exploit existing and future market opportunities;
- ii. Ensuring that trade conforms to national and international laws and regulations;
- iii. Developing domestic trade as a foundation for Uganda's capacity to produce and engage in international trade competitively
- iv. Strengthening trade institutions dealing with trade policy, standards, trade facilitation and provision of trade information;
- v. Securing and maintaining better market access at regional and international levels;
- vi. Providing market information to enable participants to reach prudent and optimal investment decisions; and
- vii. Ensuring that the gains from growth in trade are equitably shared, mainly through involvement of as many persons as possible. It is recognized that more gains will

accrue to those who participate more in trade activities or undertake deliberate efforts to harness the available opportunities.

1.2.3 The Policy Interventions

The National Trade Policy clearly spells out interventions by sector: domestic trade, international trade, and crosscutting interventions. The NTSDP 2008/9-2012/13 will follow this format as it moves to operationalize the Policy.

1.2.3.1 Domestic Trade

The development of the domestic trade sub-sector will be underpinned by: strengthening of domestic trade policies and laws; identification and exploitation of policy synergies and complementarities; ensuring standards; reducing artificial shortages that arise from constraints to efficient distribution of goods and services within the country; using domestic trade as a spring board for effective participation in international trade; and nurturing the private sector with a view to making it competitive in production and trade. The rest of this section describes/presents key specific policy interventions under the domestic trade component.

i. Formulation and implementation of specific policies, enactment appropriate laws and development of the necessary guidelines

Following changes in a dynamic global setting, there are a number of policies that need to be revised, updated or introduced. Events such as the establishment of the WTO, the EAC Customs Union, intellectual property rights, traceability, and consumer protection and competition issues have changed the trade landscape so much that new policies, regulations and practices are inevitable. For example, there is an urgent need to review the practices and policies related to Sanitary and Phytosanitary measures and standards and put in place an appropriate environment for coping with changing market demands.

Government is to engage in continuous monitoring of the relevant legal frameworks to ensure that the necessary legal reviews are done in a timely manner. The initial period of the NTSDP is devoted to the development of appropriate guidelines for usage at national and district levels to ensure clear and harmonious implementation of policies by actors at all levels. Local guidelines that are in line with international standards and practices will be developed and where necessary translated into local languages for proper adaptation and application.

ii. Strengthening the District Commercial Offices

During implementation of the NTSDP, a major component will be the strengthening of the District Commercial Offices so that they can play their fundamental role in a decentralized environment. Government will ensure that the respective district offices are provided with sufficient technical, human and financial resources while maintaining effective linkages with the centre for continuous guidance, harmony and focus on the set national priorities.

Presently, there is poor information service and facilitation of DCOs partly due to limited presence of MTTI and its statutory bodies such as UEPB and UNBS. Yet involvement of the Centre would bring several cost-saving benefits since trade information and understanding of the various processes requires a high level of professionalism and training that cannot be optimally replicated at district level.

One of the major observations at the district level is that, though there is a good understanding of domestic trade related policies and policy frameworks such as PMA and agricultural zoning, there is hardly any knowledge on regional and international efforts such as the EACU and EPAs. Similarly, there is little knowledge of current trade policy developments, partly due to limited or no presence of forums through which trade policy issues could be discussed to allow various stakeholders to make input in the formulation of district trade strategies. The private sector is equally undernourished with regard to information about trade policy aspects.

The above developments call for: (i) strengthening of the institutional linkages and flow of policy and supervisory information between the centre/MTTI and the districts, and (ii) training of the DCOs in a number of national, regional and international level policy frameworks. Specifically, the DCOs will require support in the following areas:

- Trade policy development and supervision for increased local and international trade;
- Increasing public awareness through local media on knowledge of trade opportunities, market information and access to markets;
- Facilitation of the private sector to produce and trade in a competitive manner;
- Quality control and conformance to standards; and
- Data collection, processing and management

iii. Ensuring a clear and functional link between investment, production and trade, and encouraging collective action

It is envisaged that the best way to pursue investment, production and trade linkages is to implement value addition approaches based on the entire chain of the product process. During the execution of the NTSDP, MTTI will ensure identification of the key actors in investment, production, and trade and provide a forum for them to harmonize strategies and actions on a regular basis. This activity will be done for all the strategic products such as those with a high-value and low volume.

The strategy is to ensure continuity between the local and the global value chain. Given the scale of production, which is dominated by small producers, there is need to encourage and foster collective action through development and strengthening of cooperatives. This will encourage bulking of small quantities, economies of marketing and adherence to standards by communities. Government will ensure provision of support and proper supervision of activities of Cooperative Societies, Area Marketing Cooperative Enterprises and Farmers' Groups through provision of training and maintenance of standards at all levels.

iv. Development and implementation of a Market Information System

Successful implementation of the NTP will require an early establishments and regular maintenance of a good market information system at national level and in all districts in the country. Initial stages will involve identification of the relevant information requirements followed by a review of existing information systems. On the basis of the findings, an appropriate system will be designed and implemented to serve all levels and parts of the country including the foreign missions.

v. Implement a competitiveness strategy including harmonization of local taxation, licensing policies and practices at all levels

Competitiveness requires efficient production and marketing of products and hence needs to be addressed at both firm level and national level policies. At national level, the government will ensure provision of the critical infrastructure (energy, transport, regulatory, communication, skills etc) required for competitiveness. Government should pursue the Aid-for-trade agenda so as to tap into existing international mechanisms of trade promotion.

A National Export Strategy has been designed and implementation modalities are being finalized. This will involve harmonization of all the relevant policies especially tax polices. The country has various centers and forms of taxation that impose undue costs on traders. Local taxes and licensing procedures need to be reviewed with a view of eliminating double/multiple taxation and other unnecessary transactions costs. MTTI will continue to build consensus and share information with all the relevant actors

1.2.3.2 International Trade

The overriding objective of Government policy on international trade is to ensure effective integration into the regional and multilateral trading system. This is to involve enhancing national capacity to take advantage of the above and minimizing the negative effects of globalization. Government policy actions in the international trade sub-sector aim at ensuring that the sub-sector effectively and efficiently complements the domestic trade and production sub-sectors; and ensuring that what is produced domestically can be competitively traded at international level. It is acknowledged that achievement of the above will require building capacity to negotiate and influence policies and practices of the country's trading partners, and adapting Uganda's economy to the trade and trade-related policies and practices of the country's trading partners.

Key specific policy interventions in the international trade sub-sector are:

- i. Enhancing the capacity of the country to engage in trade negotiations, mainly through constituting and training the National Trade Negotiations Team (NTNT).

- ii. Posting and maintaining Trade Officers to Embassies/Missions that participate in various trade negotiations or are located in countries and/or regions in which Uganda has strategic trade interests.
- iii. Pursuing regional economic integration with a view of increasing effective market access opportunities for Uganda's goods and services.
- iv. Identification and development of products and services where the country has comparative and competitive advantage.
 - v. Working within the multilateral trading system to ensure that Uganda's economic and commercial interests are an integral part of its work programme and outcomes.
 - vi. Ensuring a distinct and complementary relationship between trade, debt and finance and explicitly catering for them in the design and implementation of the country's macro-economic management policies and strategies.
- vii. Operating a world-wide-web based market information system through which the international community will be informed of the available trade opportunities in and with Uganda.
- viii. Maintaining a liberal trade policy and at the same time enhancing capacity to adjust to trade liberalization, including development of social safety nets in instances where it is envisaged that the liberalization may have negative effects.
- ix. Continuing to implement trade-facilitating measures.

1.2.3.3 Crosscutting Policies and Policy Synergies

This component is intended to help with identification and exploitation of trade policy synergies and complementarities across different sectors. Government is to be guided by the objective of optimal exploitation of policy synergies, with the major focus on the forward and backward linkages between domestic trade, international trade, production policies and infrastructure/transport policies. Key policy interventions in this respect include;

- i. Working with training institutions, in both the public and private sectors, to provide business and entrepreneurial skills as well as other skills that are relevant to private sector development, competitiveness, and trade policy.
- ii. Developing and implementing through a public-private partnership, a market information system at the national level and at all districts in the country.
- iii. Ensuring the availability of trade-facilitating infrastructure (such as cold storage facilities, refrigerated trucks, laboratories, e.t.c.)
- iv. Formulating policies and designing strategies to ensure development of productive capacity to take advantage of trade opportunities arising from various trading arrangements.
- v. Developing and formulating laws and policies to protect intellectual property rights, with a view to, inter alia, protect Uganda's genetic resources, and encourage innovativeness
- vi. Pursuing macroeconomic policies and practices that are consistent with the country's objective of increasing exports and enhancing competitiveness.

The National Trade Policy is just one of the many instruments through which the Government aims to achieve her development targets. The Policy charges Government with the primary role of eliminating barriers to trade, and providing an enabling environment in which the private sector will thrive and build capacity to produce quality goods and services competitively, reliably, and on a sustainable basis. More importantly, the Policy identifies the salient relationship and linkage between the trade sector and the productive sectors such as Agriculture and Industry for exploitation as important components of the development process. The focus of the Policy goes beyond the traditional merchandise trade/trade in goods to include the trade in services component. The next chapter presents matrices to guide operationalization of the Policy over a five year period.

CHAPTER TWO

NATIONAL TRADE POLICY OPERATIONALIZATION MATRICES

2.1 Introduction

With the National Trade Policy in place, the next step was to develop a National Trade Sector Development Plan (NTSDP) as a means of guiding implementation of the Policy. Government is re-orienting her efforts to pursue trade-led development and growth where the domestic trade sub-sector feeds into international (export and import) trade so that the two are complementary and mutually reinforcing. In so doing, the NTP and related policies will focus on both internal and external factors that boost the country's capacity to produce, trade, and generate more resources.

The NTSDP 2008/9 – 2012/13 aims at operationalizing the National Trade Policy. Consequently, its formulation has been entirely informed by the Policy. The NTSDP lays out the following critical issues:

- 1) Clear, measurable, and prioritized goals
- 2) Priority strategies and actions to be followed
- 3) Cost estimates, resources and programming sequences
- 4) Procedures and methods for annual monitoring, and evaluation

The NTSDP is not overly descriptive but is rather a succinct, concise and compact document. It is basically presented in five matrices; activity identification and scheduling matrix, an institutional arrangements matrix, a Monitoring and Evaluation framework matrix, a Monitoring Evaluation matrix with annualized targets, and an activity costing matrix.

Within its framework, detailed annual and quarterly departmental plans will be prepared to provide disaggregated and more detailed sub-goals, targets and implementation programmes/schedules. In line with the Government's development objective, the NTSDP priorities over the next five years emphasize several overarching aspects across all programs. These are:

- i. Increasing household incomes through engagement in commercially viable enterprises in line with the *Prosperity For All* (PfA) programme;
- ii. Robust, equitable, spatially and sectorally well-spread economic growth;
- iii. Increasing real investments in productive sectors and human development;
- iv. Focus on well-trying, cost-effective activities with quick and high returns at grassroots level; and
- v. Prioritizing institutional and human capacity building in all departments, agencies and districts.

Subsequently, thematic areas for intervention under the NTSDP 2008/9 – 2012/13 are;

- i. Institutional and legislative reform

- ii. Competitiveness enhancement
- iii. Value chain management and value addition
- iv. Private sector development
- v. Enhancement of trade negotiations capacity
- vi. Pursuance of regionalism and bilateralism with a view to enhancing increased trade and investment flows
- vii. Pursuance of multilateralism with a view to influencing international trade rules so that they are supportive of Uganda's trade and development agenda
- viii. Trade facilitation
- ix. Development of entrepreneurial skills
- x. Promotion of electronic commerce
- xi. Promotion and institutionalization of public-private partnership approach in trade policy
- xii. Protection of intellectual property rights and promotion of innovativeness, and
- xiii. Promotion of technology transfer

The NTSDP 2008/9 – 2012/13 is presented in several matrices, showing the scheduling of activities, implementation agencies, monitoring and evaluation framework and well as the monitoring and evaluation matrix which has specific annualized targets, and the costing matrix. Table 1 is the annualized matrix of implementation and brings out specific policy actions as contained in the National Trade Policy, points out activities to operationalize the respective policy actions, and a sequencing of activities by financial year taking into account logical flow and prioritization. Table 2 is drawn from Table 1 and clearly brings out the instructional arrangements for implementation. It points out both the lead agency for implementation and the collaborating agency for implementation. This has been done taking into account institutional mandates and expertise. The matrix clearly brings out the important role of complementarities and synergies not only at policy level, but also at institutional level. The matrix also clearly brings out the public-private partnership approach with the Policy institutionalizes. These are key element of the National Trade Policy.

Table 1: Annualized Matrix of Implementation

DOMESTIC TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
Legislative and Institutional Reforms							
1.	Enact appropriate laws and develop guidelines to ensure successful implementation of trade policy	Develop the relevant bills (e.g. on Consumer Protection, Competition) and present them to Cabinet					
		Present the bills to Parliament					
		Review with an objective of strengthening the relevant organs for enforcing the laws					
		Develop and disseminate guidelines for adherence to the various laws					
		Engage in continuous monitoring of the relevant legal framework to ensure that the necessary legal reviews are done in a timely manner					
		Review legislation on intellectual property rights taking into account flexibilities under the TRIPS agreement					
		Train enforcement agencies such as police on the legal reforms with a view to enhancing enforcement					
2.	Formulate and implement new policies that are necessary for prudent management of a liberal economy	Identify and develop new policies including those that are specific to certain sectors					
		Identify and develop/strengthen institutions for trade policy implementation through equipping them both with human and financial resources					
		Develop and implement policies complementary to growth of trade, especially on consumer protection, competition					
3.	Strengthen the District Commercial Offices	Review of existing capacities and competencies to implement trade development activities in a decentralized framework					
		Provide sufficient technical, human and financial resources including development of training and operational manuals for DCOs					
		Assist the districts to integrate trade development activities in the district development plans					
		Develop and disseminate policy guidelines					
		Monitor implementation of Trade Policy by Local Governments					

DOMESTIC TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
Competitiveness Enhancement							
4.	Implement the Marketing and Agro-Processing Strategy (MAPS) of the Plan for Modernization of Agriculture (PMA)	Establish an institutional structure for the implementation of the MAPS strategy					
		Encourage and foster collective action by Farmer Groups					
		Support the development of Cooperative Societies, Area Marketing Cooperative Enterprises and Farmers' Groups					
		Strengthen and diversify cooperatives					
		Provide training on adherence to standards to the various production and marketing groups					
		Strengthen mechanisms for enforcing standards at all levels of Government					
5.	Ensure a clear link between investment, production and trade in implementation of the National Trade Policy	Identify the key actors in investment, production, and trade and provide a forum for them to harmonize strategies and actions on a regular basis					
		Make joint reviews with the relevant actors					
		Prepare the country to engage in and shape the direction of the 'Aid for Trade' Initiative					
		Implementation of the Aid-for-Trade (Aft) initiative					
6.	Implement a Competitiveness Strategy in a manner that ensures that all relevant Government Ministries and Agencies and the private sector are on board	Strengthen the capacity of, and linkages between the private sector apex institutions and their affiliates					
		Develop a strategy for promoting public-private partnership in providing critical infrastructure for competitiveness (energy, transport, regulatory, communication, skills etc)					
		Implement the National Export Strategy (NES)					
7.	Develop and implement a Market Information System at national and district levels	Establish the required market information – e.g. through studies, engagement with potential users, e.t.c.)					
		Review existing modes of delivering market information					
		Design and implement a relevant market information system					
		Conduct a mid-term review on the performance of the information system					
		Develop, design and launch the trade portal					
		Collect information and update the portal on a regular/quarterly basis					

DOMESTIC TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
8.	Develop and implement a National Sanitary and Phytosanitary (SPS) Measures Policy so as to protect plant, animal or human health and life	Review the existing SPS environment to guide the development of the relevant SPS policy					
		Develop the SPS policy					
		Put in place the relevant framework and mechanism for the implementation of the SPS policy					
		Strengthen the notification process under the SPS agreement					
		Strengthen the sharing of information on notification with the private sector					
9.	Develop and implement a National Standards Policy to enhance and ensure conformity with standards requirements, quality management and assurance	Develop a National Standards policy					
		Develop legislation to provide a legal basis for implementation of the standards policy including a review of the UNBS Act					
		Put in place the relevant framework and mechanisms for implementation of the National Standards policy					
		Enhance the capacity of UNBS in enforcement of international standards including accreditation of laboratories					
		Roll out the activities of UNBS in the development and enforcement of standards					
Value Chain Management and Value Addition							
10.	Design and implement appropriate strategies to promote value addition, production of high-value-low volume products, and niche marketing	Conduct value chain/addition studies					
		Develop an incentive regime to encourage value addition					
		Develop and implement measures to promote harmonious development of linkages between the domestic and the global value chains					
11.	Encourage and support establishment of production networks/clusters within the country and across neighboring countries so as to allow regional specialization and dynamics in production and trade	Review existing production networks/clusters with a view of supporting the development of local and regional specialization aspects					
		Within the context of the EAC common market negotiations, encourage the development of joint ventures					

DOMESTIC TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
Private Sector Development							
12.	Encourage the empowerment of disadvantaged groups; particularly women, youths and people with disabilities with a view to enabling them participate more in trade	Develop strategies and mechanisms for the participation in trade of various disadvantaged groups					
13.	Encourage the use of local materials in the production process with a view to stimulating growth of local production	Review the existing relationship/interface between production and processing sectors in the country with a view of promoting forward and backward linkages					
		Promote the production of local raw materials that can ably compete with imported raw materials					
		Provide incentives to producers for the use of local raw materials					
		Strengthen the supply and distribution mechanisms of local raw materials to ensure they reach processing centers at fair costs					
14.	Encourage the consumption of locally produced goods and services	Undertake the “Buy Uganda Build Uganda” campaign					
		Ensure adequate supply and distribution of local products to all parts of the country					
		Work with the private sector to strengthen their capacity to be competitive in the local market					
15.	Mitigate any adverse effects of practices by the country’s trading partners by invoking and implementing trade defense measures	Provide a legal basis for implementation of trade defense measures by preparing and presenting a Bill to Cabinet and Parliament					
		In partnership with the private sector, conduct regular surveillance to identify any situations – such as dumping – which need invoking trade defense instruments					
		Design and implement relevant defense measures either unilaterally or jointly with other EAC partner states					
		Train the private sector in trade defense measures					
		In partnership with stakeholders, identify possible negative effects of developments in the world and regional trading systems and forestall them through building safeguards/trade defense instruments in trade agreements					
16.	Harmonize local taxation and licensing policies and practices	Review and harmonize relevant tax laws and their implementation strategies with national trade development priorities					

DOMESTIC TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
	with national trade development priorities, with a view to eliminating double/multiple taxation	Work with other EAC partner states to ensure continued harmony in tax policy					
		Develop the capacity of Local Governments on national and district development planning and policy coherence					
17	Provide affirmative action to local suppliers under Government procurement, while ensuring conformity with existing national laws.	Promulgation of regulations for preference schemes under the PPDA Act					
		Work with EAC partner states to keep preference schemes under the EAC common market					

INTERNATIONAL TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
	Enhancement of Trade Negotiations Capacity						
1.	Constitute/establish The National Trade Negotiations Team (NTNT)	Appoint members of the Team in accordance with the Policy					
		Develop terms of reference and a code of conduct for the Team					
		Facilitate the NTNT to meet at least once in two months to prepare and review negotiating positions in various for a					
		Facilitate the NTNT to engage in trade negotiations at bilateral, regional and multilateral levels					
2.	Enhance the capacity of the country to engage in trade negotiations	Train members of the NTNT in trade negotiating techniques					
		Conduct studies to inform the negotiations					
		Train the private sector in trade policy issues so as to enhance their participation in consultations					
		Hold regular consultations with the private sector on negotiations issues					
3.	Post and maintain Trade Officers to Embassies/Missions	Recruit and post Trade Officers to Geneva, Brussels, Juba and Arusha initially					

INTERNATIONAL TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
	that participate in various trade negotiations or are located in countries and/or regions in which Uganda has strategic trade interests.	Recruit and post Trade Officers to South Africa, Japan, China, Washington DC, London					
		Identify countries/regions where more Trade Officers should be posted					
		Develop operational manuals and promotion materials for use by the Trade Officers					
Regionalism and Bilateralism							
4.	Pursue regional economic integration, and bilateralism with a view to increasing effective market access opportunities for Uganda's goods and services.	Negotiate EAC Common Market					
		Prepare the private sector, and put in place necessary legislations and policies to implement and benefit from the EAC Common Market					
		Harmonize regional integration efforts under the EAC and COMESA					
		Pursue economic interests in other Regional Economic Communities within the framework of regional integration blocs to which Uganda belongs					
		Review the EAC CET with a view to enhancing the competitiveness of Uganda's products					
		Complete negotiations of an Economic Partnership Agreement (EPA) with the European Union (EU)					
		Hold bilateral trade negotiations with key and strategic trade partners with an aim of enhancing trade and investment flows					
Multilateralism							
5.	Work within the multilateral trading system to ensure that Uganda's economic and commercial interests are an integral part of its work programme and outcomes	Review Uganda's positions in the WTO in the context of making Uganda benefit more from the Multilateral Trading System, and protecting trade preferences					

INTERNATIONAL TRADE							
S/No	Policy actions	Activities	08/09	09/10	10/11	11/12	12/13
6.	Ensure a distinct relationship between trade, debt and finance and explicitly cater for them in the design and implementation of the country's macro-economic management policies and strategies.	Constitute the Trade, Debt and Finance Committee (TDFC) as provided for in the National Trade Policy					
		Ensure that policies and strategies in the three areas are complementary to each other					
7.	Develop and implement measures and strategies to enhance the participation of Uganda's services industry in international (services) trade	Review regulations governing money transfers with a view to encouraging remittances from Ugandans abroad					
		In partnership with the private sector, provide specialized training to prepare Ugandans to export their services					
		On a regular basis, collect and disseminate information on available services markets worldwide and their specific requirements					
		Develop a mechanism for capturing data on trade in services so as to enhance planning capacity for improved trade in services					
Trade Facilitation							
8.	Continue to implement trade facilitating measures	Review and streamline the process of issuing certificates for Rules of Origin					
		Publish trade laws and regulations on the internet					
		Train customs officials and the business community on Rules of Origin, and Customs Valuation Agreement of the WTO					

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES							
	Policy Actions	Activities	08/09	09/10	10/11	11/12	12/13
	Entrepreneurial Skills						
1	Work with training institutions to provide business and entrepreneurial skills as well as other skills that are relevant to private sector development, competitiveness, and trade policy	In partnership with the private sector and academic institutions, develop a curriculum that boosts the country's trade policy capacity, provides business skills and entrepreneurship					
		In partnership with academic institutions, deliver training based on the curriculum					
		Foster placement of tertiary students in private sector institutions as part of training					
	Trade Facilitation						
2	Through a public-private partnership approach, ensure the availability of trade-facilitating infrastructure such as cold storage facilities, refrigerated trucks, laboratories, e.t.c.	Undertake consultations to develop a Bill to encourage public-private joint investment in trade facilitating infrastructure					
		Prepare and present the Bill to encourage public-private joint investment in trade facilitating infrastructure to Cabinet and Parliament					
		Review taxes on materials needed to provide trade facilitating infrastructure within the EAC Customs Union, with a view to making them competitively available					
4	Enact and/or review trade and commercial laws that create, or are supportive of a dynamic trade sector	Conduct a study to identify laws worth reviewing					
		Prepare, through a consultative process, Bills in view of the identification study					
		Present the Bills to Cabinet and Parliament					
		Disseminate the Acts to the general public with a view to enhancing compliance					

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES							
	Policy Actions	Activities	08/09	09/10	10/11	11/12	12/13
Public-Private Partnership, e-commerce, Innovation, Intellectual Property Rights Protection, and Technology Transfer							
5	Strengthen the consultative mechanism between the public and private sectors on trade policy formulation and implementation	Reconstitute the Inter-Institutional Trade Committee (IITC) in line with the National Trade Policy and the Functional Analysis of the Ministry by appointing members to IITC					
		Introduce the concept of IITC at regional/district level					
		Train members of the IITC, especially the private sector with a view to improving the quality of consultations within the Committee					
		Commission studies on a regular basis to inform the consultation process – at least three on a bi-annual basis					
6	Formulate and implement measures and strategies aimed at enhancing the usage of electronic commerce	Prepare, through a consultative process, a Bill giving legal effect to electronic transactions (e-commerce Bill)					
		Present the e-commerce Bill to Cabinet and Parliament for enactment					
		Work with financial institutions and telecommunications companies to develop products that encourage and popularize the usage of electronic commerce					
7	Develop and formulate laws and policies to protect intellectual property rights and encourage innovativeness	Conduct a needs assessment for capacity building in the area of intellectual property rights in the context of the Doha Development Agenda of the WTO					
		On the basis of the needs assessment, build Uganda's capacity in the area of Intellectual Property by reviewing laws governing intellectual property rights with a view to strengthening them					
		Consider joining the World Intellectual Property Organization (WIPO) so as to enable the Ugandan private sector register and protect their patents worldwide					
8	Encourage the acquisition and usage of modern technology	Conduct a study to establish an appropriate incentive regime that can encourage technology transfer					

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES							
	Policy Actions	Activities	08/09	09/10	10/11	11/12	12/13
	through implementation of measures aimed at promoting technology transfer	Review investment and related laws {as well as any other relevant laws identified by the study} and regulations with a view to making them supportive of technology transfer					
		Prepare and present Bills to Cabinet and Parliament for enactment					
9	Develop and implement measures and guidelines to ensure and improve the teaching and learning of international languages at appropriate levels of education	Identify languages that can enhance competitiveness of Ugandan services and products; and develop, through a consultative process, guidelines for the teaching of international languages					
		Disseminate advantages of multilingualism in the context of international trade in both goods and services to the general public, and encourage them to take up courses in international languages					

Table 2: Institutional Arrangements Matrix

		DOMESTIC TRADE		Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities			
Legislative and Institutional Reforms					
1.	Enact appropriate laws and develop guidelines to ensure successful implementation of trade policy	Develop the relevant bills (e.g. on Consumer Protection, Competition) and present them to Cabinet	MTTI	MJ&CA, ULRC, Private Sector	
		Present the bills to Parliament	MTTI	MJ&CA, MFPED	
		Review with an objective of strengthening the relevant organs for enforcing the laws	MTTI	MOLG, MJ&CA, MIA	
		Develop and disseminate guidelines for adherence to the various laws	MTTI	Private Sector, Consumer Associations	
		Engage in continuous monitoring of the relevant legal framework to ensure that the necessary legal reviews are done in a timely manner	MTTI	ULRC, Parliament Private Sector	
		Review legislation on intellectual property rights taking into account flexibilities under the TRIPS agreement	MTTI	MJ&CA, ULRC, Private Sector	
		Train enforcement agencies such as police on the legal reforms with a view to enhancing enforcement	MTTI	MIA, Judiciary, MOLG, LGs	
2.	Formulate and implement new policies that are necessary for prudent management of a liberal economy	Identify and develop new policies including those that are specific to certain sectors	MTTI	MFPED, Private Sector, Academic/Research institutions	
		Identify and develop/strengthen institutions for trade policy implementation through equipping them both with human and financial resources	MTTI	MFPED, MOES, MOLG, MPS, Training Institutions	
		Develop and implement policies complementary to growth of trade, especially on consumer protection, competition	MTTI	UNBS, Private Sector, Consumer Associations	
3.	Strengthen the District Commercial Offices	Review of existing capacities and competencies to implement trade development activities in a decentralized framework	MTTI	MOLG, MPS, LGs, Private Sector	
		Provide sufficient technical, human and financial resources including development of training and operational manuals for DCOs	MTTI	MFPED, MOLG, MPS, LGs	
		Assist the districts to integrate trade development activities in the district development plans	MTTI	NPA, MFPED, LGs	

DOMESTIC TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
		Develop and disseminate policy guidelines	MTTI	MOLG, MICT, LGs, Private Sector
		Monitor implementation of Trade Policy by Local Governments	MTTI	MFPED, MOLG, LGs, Private Sector
Competitiveness Enhancement				
4.	Implement the Marketing and Agro-Processing Strategy (MAPS) of the Plan for Modernization of Agriculture (PMA)	Establish an institutional structure for the implementation of the MAPS strategy	MTTI	MAAIF, PMA Secretariat
		Encourage and foster collective action by Farmer Groups	MTTI	MAAIF, PMA Secretariat, LGs
		Support the development of Cooperative Societies, Area Marketing Cooperative Enterprises and Farmers' Groups	MTTI	MAAIF, PMA Secretariat, LGs
		Strengthen and diversify cooperatives	MTTI	MFPED, MAAIF, Private Sector
		Provide training on adherence to standards to the various production and marketing groups	MTTI	MFPED, MAAIF, Private Sector
		Strengthen mechanisms for enforcing standards at all levels of Government	MTTI	MAAIF, MOLG, LGs, MICT, Private Sector
5.	Ensure a clear link between investment, production and trade in implementation of the National Trade Policy	Identify the key actors in investment, production, and trade and provide a forum for them to harmonize strategies and actions on a regular basis	MTTI	MFPED, MAAIF, MEMD, OP, MOWT, MLH&UD, MW&E, Private Sector
		Make joint reviews with the relevant actors	MTTI	MFPED, OP, Private Sector
		Prepare the country to engage in and shape the direction of the 'Aid for Trade' Initiative	MTTI	MFPED, MOWT, MEMD, MOFA, Private Sector
		Implementation of the Aid-for-Trade initiative	MTTI	MFPED, MOWT, MEMD, MOFA, Private Sector
6.	Implement a Competitiveness Strategy in a manner that ensures	Strengthen the capacity of, and linkages between the private sector apex institutions and their affiliates	MTTI, Private Sector Associations	

DOMESTIC TRADE				
S/No	Policy actions	Activities	Lead Agency for Implementation	Collaborating Agency in Implementation
	that all relevant Government Ministries and Agencies and the private sector are on board	Develop a strategy for promoting public-private partnership in providing critical infrastructure for competitiveness (energy, transport, regulatory, communication, skills etc)	MTTI, MFPED	NPA, MEMD, MOWT, MICT, MOES, MAAIF, Private Sector
		Implement the National Export Strategy (NES)	UEPB	MTTI, MFPED, MAAIF, Private Sector
7.	Develop and implement a Market Information System at national and district levels	Establish the required market information – e.g. through studies, engagement with potential users, e.t.c.)	MTTI	MAAIF, Private Sector, Academic/research institutions
		Review existing modes of delivering market information	MTTI	MAAIF, MICT, LGs, Private Sector, Academic/research institutions
		Design and implement a relevant market information system	MTTI	MAAIF, MICT, LGs, Private Sector, Academic/research institutions
		Conduct a mid-term review on the performance of the information system	MTTI	MAAIF, MICT, LGs, Private Sector, Academic/research institutions
		Develop, design and launch the trade portal	MTTI	MICT, Private Sector
		Collect information and update the portal on a regular/quarterly basis	MTTI	MAAIF, MICT, UBOS, LGs, Private Sector
8.	Develop and implement a National Sanitary and Phytosanitary Measures Policy so as to protect plant, animal or human health and life	Review the existing SPS environment to guide the development of the relevant SPS policy	MTTI	MAAIF, UNFFE, Private Sector
		Develop the SPS policy	MTTI	MAAIF, MOH, UNFFE, Private Sector
		Put in place the relevant framework and mechanism for the implementation of the SPS policy	MTTI	MAAIF, UNFFE, LGs, Private Sector
		Strengthen the notification process under the SPS agreement,	MTTI	MAAIF, MICT, UNFFE, LGs, Private Sector

DOMESTIC TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
		Strengthen the sharing of information on notification with the private sector	MTTI	MAAIF, MICT, UNFFE, LGs, Private Sector
9.	Develop and implement a National Standards Policy to enhance and ensure conformity with standards requirements, quality management and assurance	Develop a National Standards Policy	MTTI, UNBS	Private Sector
		Develop legislation to provide a legal basis for implementation of the standards policy including a review of the UNBS Act	MTTI	MJ&CA, ULRC, Parliament, LGs, Private Sector
		Put in place the relevant framework and mechanisms for implementation of the National Standards policy	MTTI	LGs, Private Sector
		Enhance the capacity of UNBS in enforcement of international standards including accreditation of laboratories	MTTI, UNBS	MAAIF, MFPED, Private Sector
		Roll out the activities of UNBS in the development and enforcement of standards	MTTI, UNBS	MFPED
Value Chain Management and Value Addition				
10.	Design and implement appropriate strategies to promote value addition, production of high-value-low volume products, and niche marketing	Conduct value chain/addition studies	MTTI, Academic/Research Institutions	MAAIF, UNFFE, Private Sector
		Develop an incentive regime to encourage value addition	MTTI, MFPED	MAAIF, UNFFE, Private Sector
		Develop and implement measures to promote harmonious development of linkages between the domestic and the global value chains	MTTI	MFPED, NPA, MAAIF, Private Sector
11.	Encourage and support establishment of production networks/clusters within the country and across neighboring countries so as to allow regional specialization and dynamics in production and trade	Review existing production networks/clusters with a view of supporting the development of local and regional specialization aspects	MTTI	MFPED, MAAIF, Private Sector
		Within the context of the EAC common market negotiations, encourage the development of joint ventures	MTTI, MFPED	MEACA, URA, Private Sector

DOMESTIC TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
Private Sector Development				
12.	Encourage the empowerment of disadvantaged groups; particularly women, youths and people with disabilities with a view to enabling them participate more in trade	Develop strategies and mechanisms for the participation in trade of various disadvantaged groups	MGLSD	MTTI, LGs, Private Sector, NGOs
13.	Encourage the use of local materials in the production process with a view to stimulating growth of local production	Review the existing relationship/interface between production and processing sectors in the country with a view of promoting forward and backward linkages	MTTI, MAAIF	MFPEP, Private Sector
		Promote the production of local raw materials that can ably compete with imported raw materials	MTTI, MAAIF	MFPEP, Private Sector
		Provide incentives to producers for the use of local raw materials	MTTI, MFPEP	URA, PPDA, LGs, Private Sector
		Strengthen the supply and distribution mechanisms of local raw materials to ensure they reach processing centers at fair costs	MTTI, MOWT	MOLG, LGs, Private Sector
14.	Encourage the consumption of locally produced goods and services	Undertake the “Buy Uganda Build Uganda” campaign	Private Sector, MTTI	MFPEP, NGOs
		Ensure adequate supply and distribution of local products to all parts of the country	Private Sector, MTTI	MOWT, MFPEP
		Work with the private sector to strengthen their capacity to be competitive in the local market	MTTI	MEMD, MFPEP, MOWT, Private Sector
15.	Mitigate any adverse effects of practices by the country’s trading partners by invoking and implementing trade defense measures	Provide a legal basis for implementation of trade defense measures by preparing and presenting a Bill to Cabinet and Parliament	MTTI	MJ&CA, ULRC, Private Sector
		In partnership with the private sector, conduct regular surveillance to identify any situations – such as dumping – which need invoking trade defense instruments	Private Sector	MTTI, Research Institutions
		Design and implement relevant defense measures either unilaterally or jointly with other EAC partner states	MTTI	MFPEP, MEACA, Private Sector
		Train the private sector in trade defense measures	MTTI	MJ&CA, Academic/Training Institutions

DOMESTIC TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
		In partnership with stakeholders, identify possible negative effects of developments in the world and regional trading systems and forestall them through building safeguards/trade defense instruments in trade agreements	MTTI	MFPED, MOFA, MEACA, Private Sector, Academic Institutions, NGOs
16.	Harmonize local taxation and licensing policies and practices with national trade development priorities, with a view to eliminating double/multiple taxation	Review and harmonize relevant tax laws and their implementation strategies with national trade development priorities	MTTI, MFPED, MOLG	LGs, Private Sector
		Work with other EAC partner states to ensure continued harmony in tax policy	MFPED	MTTI, MEACA, Private Sector
		Develop the capacity of Local Governments on national and district development planning and policy coherence	MTTI, NPA	MFPED, MOLG, LGs
17	Provide affirmative action to local suppliers under Government procurement, while ensuring conformity with existing national laws.	Promulgation of regulations for preference schemes under the PPDA Act	MTTI, PPDA	MFPED, Private Sector
		Work with EAC partner states to keep preference schemes under the EAC common market	MTTI	MFPED, MEACA

INTERNATIONAL TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
Enhancement of Trade Negotiations Capacity				
1	Constitute/establish The National Trade Negotiations Team (NTNT)	Appoint members of the Team in accordance with the Policy	MTTI	MFPED, NPA, MOWT, MJ&CA, MOES, MEMD, MAAIF, MICT, MEACA, Private Sector

INTERNATIONAL TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
		Develop terms of reference and a code of conduct for the Team	MTTI	MFPED, NPA, MOWT, MOES, MEMD, MAAIF, MICT, Private Sector
		Facilitate the NTNT to meet at least once in two months to prepare and review negotiating positions in various fora	MTTI	MFPED, Private Sector
		Facilitate the NTNT to engage in trade negotiations at bilateral, regional and multilateral levels	MTTI	MFPED, Private Sector
2	Enhance the capacity of the country to engage in trade negotiations	Train members of the NTNT in trade negotiating techniques	MTTI	International Agencies such as WTO, ITC; Academic/Training institutions
		Conduct studies to inform the negotiations	MTTI	Academic/Research institutions
		Train the private sector in trade policy issues so as to enhance their participation in consultations	MTTI, Private Sector	Academic/Research institutions
		Hold regular consultations with the private sector on negotiations issues	MTTI, Private Sector	
3	Post and maintain Trade Officers to Embassies/Missions that participate in various trade negotiations or are located in countries and/or regions in which Uganda has strategic trade interests.	Recruit and post Trade Officers to Geneva, Brussels and Arusha initially	MTTI	MFPED, MOFA, MPS, PSC
		Recruit and post Trade Officers to South Africa, Japan, China, Washington DC, London	MTTI	MFPED, MOFA, MPS, PSC
		Identify countries/regions where more Trade Officers should be posted	MTTI	MOFA, MFPED, Private Sector
		Develop operational manuals and promotion materials for use by the Trade Officers	MTTI, UEPB	MOFA, Private Sector, International Organizations

INTERNATIONAL TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
Regionalism and Bilateralism				
4	Pursue regional economic integration, and bilateralism with a view to increasing effective market access opportunities for Uganda's goods and services.	Negotiate EAC Common Market	MTTI, MFPED, MEACA	MOES, Private Sector
		Prepare the private sector, and put in place necessary legislations and policies to implement and benefit from the EAC Common Market	MTTI, MEACA, MFPED	MJ&CA, Private Sector
		Harmonize regional integration efforts under the EAC and COMESA	MTTI	MEACA, MOFA, MFPED, Private Sector
		Pursue economic interests in other Regional Economic Communities within the framework of regional integration blocs to which Uganda belongs	MTTI	MEACA, MOFA, MFPED, Private Sector
		Review the EAC CET with a view to enhancing the competitiveness of Uganda's products	MFPED, MTTI	MEACA, Private Sector
		Complete negotiations of an Economic Partnership Agreement (EPA) with the European Union (EU)	MTTI	MFPED, MAAIF, MEACA, MOFA, Private Sector
		Hold bilateral trade negotiations with key and strategic trade partners with an aim of enhancing trade and investment flows	MTTI	MFPED, MAAIF, MEACA, MOFA, Private Sector
Multilateralism				
5	Work within the multilateral trading system to ensure that Uganda's economic and commercial interests are an integral part of its work programme and outcomes	Review Uganda's positions in the WTO in the context of making Uganda benefit more from the Multilateral Trading System, and protecting trade preferences	MTTI	MFPED, MOFA, OP, Private Sector

INTERNATIONAL TRADE			Lead Agency for Implementation	Collaborating Agency in Implementation
S/No	Policy actions	Activities		
6	Ensure a distinct relationship between trade, debt and finance and explicitly cater for them in the design and implementation of the country's macro-economic management policies and strategies.	Constitute the Trade, Debt and Finance Committee as provided for in the National Trade Policy	MTTI, MFPED	BOU, NPA, Private Sector, Research Institution
		Ensure that policies and strategies in the three areas are complementary to each other	MTTI, MFPED	BOU, NPA, Private Sector, Research Institution
7	Develop and implement measures and strategies to enhance the participation of Uganda's services industry in international (services) trade	Review regulations governing money transfers with a view to encouraging remittances from Ugandans abroad	MFPED	MTTI, BOU, MIA, MICT, Financial Institutions
		In partnership with the private sector, provide specialized training to prepare Ugandans to export their services	MTTI, Private Sector, MOES	Academic/Training institutions
		On a regular basis, collect and disseminate information on available services markets worldwide and their specific requirements	UEPB	MTTI, MOFA, UBOS, MICT, Private Sector
		Develop a mechanism for capturing data on trade in services so as to enhance planning capacity for improved trade in services	MTTI	UBOS, BOU, MFPED, NPA, UEPB
Trade Facilitation				
8	Continue to implement trade facilitating measures	Review and streamline the process of issuing certificates for Rules of Origin	MTTI	URA, MFPED, Private Sector
		Publish trade laws and regulations on the internet	MTTI	MICT, MFPED, URA, UCC
		Train customs officials and the business community on Rules of Origin, and Customs Valuation Agreement of the WTO	MTTI, URA	MFPED, Private Sector, International Agencies e.g. WTO, Academic/Training institutions

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES		Lead Agency for Implementation	Collaborating Agency in Implementation	
Policy Actions	Activities			
Entrepreneurial Skills				
1	Work with training institutions to provide business and entrepreneurial skills as well as other skills that are relevant to private sector development, competitiveness, and trade policy	In partnership with the private sector and academic institutions, develop a curriculum that boosts the country's trade policy capacity, provides business skills and entrepreneurship	MTTI, MOES	UNBS, Academic/training Institutions, Private Sector
		In partnership with academic institutions, deliver training based on the curriculum	Academic/training institutions	MTTI, MOES, Private Sector
		Foster placement of tertiary students in private sector institutions as part of training	Academic/training institutions, Private Sector	MTTI, MOES
Trade Facilitation				
2	Through a public-private partnership approach, ensure the availability of trade-facilitating infrastructure such as cold storage facilities, refrigerated trucks, laboratories, e.t.c.	Undertake consultations to develop a Bill to encourage public-private joint investment in trade facilitating infrastructure	MTTI	MFPED, Private Sector
		Prepare and present the Bill to encourage public-private joint investment in trade facilitating infrastructure to Cabinet and Parliament	MTTI	MFPED, MJ&CA, Parliament
		Review taxes on materials needed to provide trade facilitating infrastructure within the EAC Customs Union, with a view to making them competitively available	MFPED	MTTI, URA, MEACA, MJ&CA, Private Sector
4	Enact and/or review trade and commercial laws that create, or are supportive of a dynamic trade sector	Conduct a study to identify laws worth reviewing	MTTI	ULRC, Private Sector
		Prepare, through a consultative process, Bills in view of the identification study	MTTI	MFPED, Private Sector
		Present the Bills to Cabinet and Parliament	MTTI	MFPED, MJ&CA

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES		Lead Agency for Implementation	Collaborating Agency in Implementation	
Policy Actions	Activities			
		Disseminate the Acts to the general public with a view to enhancing compliance	MTTI, Private Sector	MOLG, MICT, LGs
Public-Private Partnership, e-commerce, Innovation, Intellectual Property Rights Protection, and Technology Transfer				
5	Strengthen the consultative mechanism between the public and private sectors on trade policy formulation and implementation	Reconstitute the IITC in line with the National Trade Policy and the Functional Analysis of the Ministry by appointing members to IITC	MTTI	MFPED, MOFA, MICT, MEACA, MOLG, Private Sector
		Introduce the concept of IITC at regional/district level	MTTI	LGs, Private Sector
		Train members of the IITC, especially the private sector with a view to improving the quality of consultations within the Committee	MTTI	Private Sector, International Agencies, Academic/training institutions
		Commission studies on a regular basis to inform the consultation process – at least three on a bi-annual basis	MTTI	Private sector
6	Formulate and implement measures and strategies aimed at enhancing the usage of electronic commerce	Prepare, through a consultative process, a Bill giving legal effect to electronic transactions (e-commerce Bill)	MTTI	ULRC, MJ&CA, MICT, Private Sector
		Present the e-commerce Bill to Cabinet and Parliament for enactment	MTTI	MFPED, MJ&CA
		Work with financial institutions and telecommunications companies to develop products that encourage and popularize the usage of electronic commerce	MICT	MTTI, MFPED, BOU, Private Sector, Financial Institutions
7	Develop and formulate laws and policies to protect intellectual property rights and encourage innovativeness	Conduct a needs assessment for capacity building in the area of intellectual property rights in the context of the Doha Development Agenda of the WTO	MTTI	MJ&CA, URSB, International Organizations, Private Sector
		On the basis of the needs assessment, build Uganda's capacity in the area of Intellectual Property by reviewing laws governing intellectual property rights with a view to strengthening them	MTTI	MJ&CA, MFPED, URSB, Private Sector

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES		Lead Agency for Implementation	Collaborating Agency in Implementation
	Policy Actions	Activities	
		Consider joining the World Intellectual Property Organization (WIPO) so as to enable the Ugandan private sector register and protect their patents worldwide	MTTI MJ&CA, MFPED, MOFA, URSB, Private Sector
8	Encourage the acquisition and usage of modern technology through implementation of measures aimed at promoting technology transfer	Conduct a study to establish an appropriate incentive regime that can encourage technology transfer	MTTI MFPED, Private Sector, Academic/research institutions
		Review investment and related laws {as well as any other relevant laws identified by the study} and regulations with a view to making them supportive of technology transfer	MTTI MFPED, ULRC, MJ&CA, Private Sector
		Prepare and present Bills to Cabinet and Parliament for enactment	MTTI MFPED, MJ&CA
9	Develop and implement measures and guidelines to ensure and improve the teaching and learning of international languages at appropriate levels of education	Identify languages that can enhance competitiveness of Ugandan services and products; and develop, through a consultative process, guidelines for the teaching of international languages	MTTI, Private Sector MOES, MOFA
		Disseminate advantages of multilingualism in the context of international trade in both goods and services to the general public, and encourage them to take up courses in international languages	MTTI MOES, Private Sector, Academic/Training institutions
		Encourage, if necessary through an incentive system, academic institutions to provide training in international languages	MOES MTTI, Private Sector

CHAPTER THREE

MONITORING AND EVALUATION OF THE NTSDP 2008/9 – 2012/13

3.1 Introduction

Monitoring and Evaluation (M&E) have been treated as an indispensable component for the successful implementation of the NTSDP. Monitoring in this context refers to the continuous assessment of implementation and progress on key activities in relation to agreed schedules. Evaluation on the other hand refers to tracing of causes to outcomes to ensure that trade policy related interventions are indeed delivering on the desired impacts – that communities are indeed trading out of poverty. M&E is important to focus the implementation through use of emerging information to review or strengthen policy options that may not be delivering results as previously envisaged, or change implementation modalities if necessary. Thus, the M&E process will enable the stakeholders to highlight and address cases that fall short of set targets or any other deviations from the desired path, and making suggestions for remedial measures during or in subsequent implementation periods.

There shall be a special unit/desk in charge of monitoring trade policy developments of interest, which should exploit synergies among the various institutions that conduct trade enhancing/related activities. These include specific government departments and institutions/agencies, the private sector, Non-Governmental Organizations (NGOs), and academic and research institutions. The sector will network internationally to make the global web of trade policy actors and always seek assistance of international organizations such as ITC, UNCTAD, WTO, World Bank and other agencies. Government will encourage the participation of various local and external experts to ensure sound professional judgment and objectivity. The Unit will undertake regular and continuous monitoring and evaluation to ensure that implementation is on course, and to design corrective measures if necessary.

Regular and appropriate supervision of the various components of the trade sector will be provided by respective stakeholders at the district, national, and international levels. Local governments will provide both supervision and monitoring of district based activities following guidelines developed by MTTI. Staff from the MTTI will conduct regular site visits to address routine and other irregular occurrences. In some instances, institutions such as the UNBS will operate at both the national and district levels given their specialised mandate.

Since most trade issues affect the public at large through their effect on consumption, employment and social welfare, it will be necessary report comprehensively whenever possible, in order to build the widest possible support for use of the M&E results of the NTSDP. It is envisaged that effective dialogue is always characterized by industry-wide approaches with a comprehensive vision at the strategy level. Benefit may be derived through the use of the IITC, which is typically composed of representatives from the public, private and academic sectors to analyze internal and external obstacles to the development of national trade policy and to present plans on how to resolve the obstacles.

3.2 Monitoring and Evaluation of the NTSDP

The broad purpose of monitoring is at two levels: (i) to ensure that the Vision and Mission of the Policy are being met, and (ii) ensure that the population is trading out of poverty. For this reason, the monitoring and evaluation framework/matrix draws from the annualised matrix of implementation and includes periodic/annual targets, reporting agency/institution – which is also the lead agency responsible for a specific policy activity. Thus, the framework for monitoring and evaluation largely mirror the implementation structure of the Plan. This section shows the detailed and comprehensive M&E strategy for the NTSDP where the specific policy activities and interventions are reflected in the context of the broad policy actions, and are laid out in a chronological and prioritized sequence for the period 2008/9 - 2012/13.

At least two types of monitoring indicators are recommended. First, there are higher or strategic level impact indicators that relate to general performance of any economy with a good trading environment. These will include the following:

1. The volume of traded goods and services both in the domestic and foreign markets.
2. The quantity of foreign exchange realized from trade in goods and services, which shall also be expressed as a share of the total.
3. Number of districts that meet the minimum requirements for a functional district commercial office
4. Proportion of the poor that have registered direct benefits from trade related activities

Second are the lower or operational level indicators that monitor progress in implementation of activities along the critical path of success. This type of routine supervision and monitoring will be carried out in accordance with general supervision guidelines to be developed by MTTI. This second category will include a larger number of indicators to be developed and used by technical programmes and districts for detailed monitoring and evaluation of interventions in the sector.

In addition to the continuous process by MTTI and related agencies, Government, development partners, civil society and any other key stakeholders will monitor the performance of the sector through joint sector reviews. A Public-Private Sector Partnership approach will be a core element in the implementation of the National Trade Policy.

The table below shows some of the indicators that will be used to monitor results of specific activities. It is worth noting that these are not activity level indicators. The plan envisages that the responsible departments will establish the current status of each indicator and on that basis, set up a target for the five year period.

No	Indicator	Purpose (what it measures)
1	Percentage of GOU budget allocated to trade against the desired	Ability to implement the NTP as planned
2	Percentage of budgeted resources released	Commitment of GOU to implementation of the NTP
3	Proportion of operational guidelines (public & private sector) developed	Simplifying and strengthening the implementation of the NTP by actors at all levels
4	Number of district commercial offices with minimum operational requirements	District level capacities to implement the NTP
5	Number of districts submitting trade related data	Functionality of basics of the trade information system
6	Percentage of private sector apex bodies with recommended capacity	Capacity of the private sector coordination and supervision necessary for complementing Government efforts
7	Number of societies, cooperatives & farmer groups being supervised	Development of private sector institutions necessary for enhanced trade
8	Number of enterprises with fully developed value chains in the recommended parts of the country	Development of functional trade chains for various goods and services
9	Proportion of distributional mechanisms for local products that are considered satisfactory	State of local infrastructure (physical, policy, institutional, financial, etc) for supporting domestic trade
10	Percentage of recommended foreign missions with trade officers	Capacity building for effective participation in international trade
11	Proportion of institutions training trade policy matters, measured against the desired	Development of an institutional framework for capacity building for relevant trade related skills
12	Proportion of relevant laws, policies and strategies developed	Progress towards development of a competitive trade framework and environment
13	Percentage of local production traded locally	Commercialization of local activities for increased household incomes
14	Percentage of local production traded internationally	Competitiveness and penetration of local products in international markets
15	Percentage of foreign exchange raised through trade of goods & services	The contribution of trade to Uganda's foreign exchange requirements
16	Share of poverty reduction associated with trade of goods and services	Will use NHBS data to indicate Households deriving bulk of their income from trade

3.3 Monitoring and Evaluation Operational Framework

Given the Government focus on eradication of poverty through a multiplicity of interventions following the sector wide approach, the Plan has been developed with hindsight knowledge that successful implementation will involve interventions that span a number of sectors and institutions. The NTSDP recognizes that trade policies

will be most effective when complemented by effective and efficient institutions, a supportive legal regime, adequate and efficient trade facilitating infrastructure, and appropriate human capital and skills in both the private and public sectors. Despite the interplay of several institutions, the core responsibility for implementation of the Plan lies with MTTI such that the same institution will bear the overall supervision of M&E activities. Thus the development plan will involve creation/strengthening of a special unit/desk within MTTI, which will work closely with all departments and with other stakeholders to monitor trade policy developments as contained in the National Trade Policy and elaborated in the National Trade Sector Development Plan.

The Monitoring and Evaluation section is presented in two matrices: the M&E framework matrix (Table 3) and the M&E matrix with annualized targets (Table 4). The M&E framework matrix provides a framework for annual M&E. It would have to be used with the M&E matrix with annualized targets. The framework matrix provides for reporting on status/achievement by target for each policy activity. The annual targets by policy activity are presented in M&E matrix with annualized targets. The reporting agency under M&E is the lead agency for implementation as identified in the institutional arrangements matrix. The M&E matrix with annualized targets is informed by the annualized matrix of implementation presented in Table 1 and gives detailed activities to be undertaken by financial year.

Table 3: Monitoring and Evaluation Framework Matrix

S/No	DOMESTIC TRADE		2008/09 ... 2012/13		Remarks	Reporting Agency ¹
	Policy actions	Activities	Target	Status/Achievement		
	Legislative and Institutional Reforms					
1.	Enact appropriate laws and develop guidelines to ensure successful implementation of trade policy	Develop the relevant bills (e.g. on Consumer Protection, Competition) and present them to Cabinet				MTTI
		Present the bills to Parliament				MTTI
		Review with an objective of strengthening the relevant organs for enforcing the laws				MTTI
		Develop and disseminate guidelines for adherence to the various laws				MTTI
		Engage in continuous monitoring of the relevant legal framework to ensure that the necessary legal reviews are done in a timely manner				MTTI
		Review legislation on intellectual property rights taking into account flexibilities under the TRIPS agreement				MTTI, ULRC
		Train enforcement agencies such as police on the legal reforms with a view to enhancing enforcement				MTTI, MIA
2.	Formulate and implement new policies that are necessary for prudent management of a liberal economy	Identify and develop new policies including those that are specific to certain sectors				MTTI, MFPED
		Identify and develop/strengthen institutions for trade policy implementation through equipping them both with human and financial resources				MTTI
		Develop and implement policies complementary to growth of trade, especially on consumer protection, competition				MTTI

¹ This will be the Lead Agency/Institution responsible for Implementation

		DOMESTIC TRADE		2008/09 ... 2012/13		Remarks	Reporting Agency¹
S/No	Policy actions	Activities	Target	Status/Achievement			
3.	Strengthen the District Commercial Offices	Review of existing capacities and competencies to implement trade development activities in a decentralized framework				MTTI	
		Provide sufficient technical, human and financial resources including development of training and operational manuals for DCOs				MTTI	
		Assist the districts to integrate trade development activities in the district development plans				MTTI	
		Develop and disseminate policy guidelines				MTTI	
		Monitor implementation of Trade Policy by Local Governments				MTTI	
		Competitiveness Enhancement					
4.	Implement the Marketing and Agro-Processing Strategy (MAPS) of the Plan for Modernization of Agriculture (PMA)	Establish an institutional structure for the implementation of the MAPS strategy				MTTI	
		Encourage and foster collective action by Farmer Groups				MTTI	
		Support the development of Cooperative Societies, Area Marketing Cooperative Enterprises and Farmers' Groups				MTTI	
		Strengthen and diversify cooperatives				MTTI	
		Provide training on adherence to standards to the various production and marketing groups				MTTI	
		Strengthen mechanisms for enforcing standards at all levels of Government				MTTI, MAAIF	
5.	Ensure a clear link between investment, production and trade in implementation of the National Trade Policy	Identify the key actors in investment, production, and trade and provide a forum for them to harmonize strategies and actions on a regular basis				MTTI, MFPED	
		Make joint reviews with the relevant actors				MTTI	
		Prepare the country to engage in and shape the direction of the 'Aid for Trade' Initiative				MTTI, MFPED	
		Implementation of the Aid-for-Trade initiative				MTTI, MFPED	

S/No	DOMESTIC TRADE		2008/09 ... 2012/13		Remarks	Reporting Agency ¹
	Policy actions	Activities	Target	Status/Achievement		
6.	Implement a Competitiveness Strategy in a manner that ensures that all relevant Government Ministries and Agencies and the private sector are on board	Strengthen the capacity of, and linkages between the private sector apex institutions and their affiliates				MTTI, Private Sector Associations
		Develop a strategy for promoting public-private partnership in providing critical infrastructure for competitiveness (energy, transport, regulatory, communication, skills etc)				MTTI, MFPED
		Implement the National Export Strategy (NES)				MTTI, UEPB
7.	Develop and implement a Market Information System at national and district levels	Establish the required market information – e.g. through studies, engagement with potential users, e.t.c.)				MTTI, MAAIF
		Review existing modes of delivering market information				MTTI, MAAIF
		Design and implement a relevant market information system				MTTI, MAAIF
		Conduct a mid-term review on the performance of the information system				MTTI, MAAIF
		Develop, design and launch the trade portal				MTTI
		Collect information and update the portal on a regular/quarterly basis				MTTI, UBOS
8.	Develop and implement a National Sanitary and Phytosanitary Measures Policy so as to protect plant, animal or human health and life	Review the existing SPS environment to guide the development of the relevant SPS policy				MTTI
		Develop the SPS policy				MTTI
		Put in place the relevant framework and mechanism for the implementation of the SPS policy				MTTI
		Strengthen the notification process under the SPS agreement				MTTI
		Strengthen the sharing of information on notification with the private sector				MTTI

S/No	DOMESTIC TRADE		2008/09 ... 2012/13		Remarks	Reporting Agency ¹
	Policy actions	Activities	Target	Status/Achievement		
9.	Develop and implement a National Standards Policy to enhance and ensure conformity with standards requirements, quality management and assurance	Develop a National Standards policy				MTTI, UNBS
		Develop legislation to provide a legal basis for implementation of the standards policy including a review of the UNBS Act				MTTI
		Put in place the relevant framework and mechanisms for implementation of the National Standards policy				MTTI
		Enhance the capacity of UNBS in enforcement of international standards including accreditation of laboratories				MTTI, UNBS
		Roll out the activities of UNBS in the development and enforcement of standards				MTTI, UNBS
Value Chain Management and Value Addition						
10.	Design and implement appropriate strategies to promote value addition, production of high-value-low volume products, and niche marketing	Conduct value chain/addition studies				MTTI, Academic/Research Institutions
		Develop an incentive regime to encourage value addition				MTTI, MFPED
		Develop and implement measures to promote harmonious development of linkages between the domestic and the global value chains				MTTI
11.	Encourage and support establishment of production networks/clusters within the country and across neighboring countries so as to allow regional specialization and dynamics in production and trade	Review existing production networks/clusters with a view of supporting the development of local and regional specialization aspects				MTTI
		Within the context of the EAC common market negotiations, encourage the development of joint ventures				MTTI, MFPED

S/No	DOMESTIC TRADE		2008/09 ... 2012/13		Remarks	Reporting Agency ¹
	Policy actions	Activities	Target	Status/Achievement		
Private Sector Development						
12.	Encourage the empowerment of disadvantaged groups; particularly women, youths and people with disabilities with a view to enabling them participate more in trade	Develop strategies and mechanisms for the participation in trade of various disadvantaged groups				MTTI, MGLSD
13.	Encourage the use of local materials in the production process with a view to stimulating growth of local production	Review the existing relationship/interface between production and processing sectors in the country with a view of promoting forward and backward linkages				MTTI, MAAIF
		Promote the production of local raw materials that can ably compete with imported raw materials				MTTI, MAAIF
		Provide incentives to producers for the use of local raw materials				MTTI, MFPED
		Strengthen the supply and distribution mechanisms of local raw materials to ensure they reach processing centers at fair costs				MTTI, MOWT
14.	Encourage the consumption of locally produced goods and services	Undertake the “Buy Uganda Build Uganda” campaign				Private Sector, MTTI
		Ensure adequate supply and distribution of local products to all parts of the country				Private Sector, MTTI
		Work with the private sector to strengthen their capacity to be competitive in the local market				MTTI, MFPED

S/No	DOMESTIC TRADE		2008/09 ... 2012/13		Remarks	Reporting Agency ¹
	Policy actions	Activities	Target	Status/Achievement		
15.	Mitigate any adverse effects of practices by the country's trading partners by invoking and implementing trade defense measures	Provide a legal basis for implementation of trade defense measures by preparing and presenting a Bill to Cabinet and Parliament				MTTI
		In partnership with the private sector, conduct regular surveillance to identify any situations – such as dumping – which need invoking trade defense instruments				Private Sector
		Design and implement relevant defense measures either unilaterally or jointly with other EAC partner states				MTTI
		Train the private sector in trade defense measures				MTTI
		In partnership with stakeholders, identify possible negative effects of developments in the world and regional trading systems and forestall them through building safeguards/trade defense instruments in trade agreements				MTTI
16.	Harmonize local taxation and licensing policies and practices with national trade development priorities, with a view to eliminating double/multiple taxation	Review and harmonize relevant tax laws and their implementation strategies with national trade development priorities				MTTI, MFPED, MOLG
		Work with other EAC partner states to ensure continued harmony in tax policy				MFPED

DOMESTIC TRADE			2008/09 ... 2012/13		Remarks	Reporting Agency ¹
S/No	Policy actions	Activities	Target	Status/Achievement		
		Develop the capacity of Local Governments on national and district development planning and policy coherence				MTTI, NPA
17	Provide affirmative action to local suppliers under Government procurement, while ensuring conformity with existing national laws.	Promulgation of regulations for preference schemes under the PPDA Act				MTTI, PPDA
		Work with EAC partner states to keep preference schemes under the EAC common market				MTTI

INTERNATIONAL TRADE			2008/09 ... 2012/13		Remarks	Reporting Agency
S/No	Policy actions	Activities	Target	Status/Achievement		
Enhancement of Trade Negotiations Capacity						
1	Constitute/establish The National Trade Negotiations Team (NTNT)	Appoint members of the Team in accordance with the Policy				MTTI
		Develop terms of reference and a code of conduct for the Team				MTTI
		Facilitate the NTNT to meet at least once in two months to prepare and review negotiating positions in various for a				MTTI
		Facilitate the NTNT to engage in trade negotiations at bilateral, regional and multilateral levels				MTTI

INTERNATIONAL TRADE			2008/09 ... 2012/13		Remarks	Reporting Agency
S/No	Policy actions	Activities	Target	Status/ Achievement		
2	Enhance the capacity of the country to engage in trade negotiations	Train members of the NTNT in trade negotiating techniques				MTTI
		Conduct studies to inform the negotiations				MTTI
		Train the private sector in trade policy issues so as to enhance their participation in consultations				MTTI, Private Sector
		Hold regular consultations with the private sector on negotiations issues				MTTI, PS
3	Post and maintain Trade Officers to Embassies/Missions that participate in various trade negotiations or are located in countries and/or regions in which Uganda has strategic trade interests.	Recruit and post Trade Officers to Geneva, Brussels and Arusha initially				MTTI
		Recruit and post Trade Officers to South Africa, Japan, China, Washington DC, London				MTTI
		Identify countries/regions where more Trade Officers should be posted				MTTI
		Develop operational manuals and promotion materials for use by the Trade Officers				MTTI, UEPB
Regionalism and Bilateralism						
4	Pursue regional economic integration, and bilateralism	Negotiate EAC Common Market				MTTI, MFPED, MEACA

INTERNATIONAL TRADE			2008/09 ... 2012/13		Remarks	Reporting Agency
S/No	Policy actions	Activities	Target	Status/ Achievement		
	with a view to increasing effective market access opportunities for Uganda's goods and services.	Prepare the private sector, and put in place necessary legislations and policies to implement and benefit from the EAC Common Market				MTTI, MEACA, MFPED
		Harmonize regional integration efforts under the EAC and COMESA				MTTI
		Pursue economic interests in other Regional Economic Communities within the framework of regional integration blocs to which Uganda belongs				MTTI
		Review the EAC CET with a view to enhancing the competitiveness of Uganda's products				MFPED, MTTI
		Complete negotiations of an Economic Partnership Agreement (EPA) with the European Union (EU)				MTTI
		Hold bilateral trade negotiations with key and strategic trade partners with an aim of enhancing trade and investment flows				MTTI

INTERNATIONAL TRADE			2008/09 ... 2012/13		Remarks	Reporting Agency
S/No	Policy actions	Activities	Target	Status/ Achievement		
Multilateralism						
5	Work within the multilateral trading system to ensure that Uganda's economic and commercial interests are an integral part of its work programme and outcomes	Review Uganda's positions in the WTO in the context of making Uganda benefit more from the Multilateral Trading System, and protecting trade preferences				MTTI
6	Ensure a distinct relationship between trade, debt and finance and explicitly cater for them in the design and implementation of the country's macro-economic management policies and strategies.	Constitute the Trade, Debt and Finance Committee as provided for in the National Trade Policy				MTTI, MFPED
		Ensure that policies and strategies in the three areas are complementary to each other				MTTI, MFPED
7	Develop and implement measures and strategies to enhance the participation of Uganda's services industry in international (services) trade	Review regulations governing money transfers with a view to encouraging remittances from Ugandans abroad				MFPED
		In partnership with the private sector, provide specialized training to prepare Ugandans to export their services				MTTI, PS, MOES
		On a regular basis, collect and disseminate information on available services markets worldwide and their specific requirements				MTTI, UEPB

	INTERNATIONAL TRADE		2008/09 ... 2012/13		Remarks	Reporting Agency
S/No	Policy actions	Activities	Target	Status/ Achievement		
		Develop a mechanism for capturing data on trade in services so as to enhance planning capacity for improved trade in services				MTTI, UEPB
	Trade Facilitation					
8	Continue to implement trade facilitating measures	Review and streamline the process of issuing certificates for Rules of Origin				MTTI
		Publish trade laws and regulations on the internet				MTTI
		Train customs officials and the business community on Rules of Origin, and Customs Valuation Agreement of the WTO				MTTI, URA

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES						
	Policy Actions	Activities	2008/09 ... 2012/13		Remarks	Reporting Agency
			Target	Status/ Achievement		
	Entrepreneurial Skills					
1	Work with training institutions to provide business and entrepreneurial skills as well as other skills that are relevant to private sector development, competitiveness, and trade policy	In partnership with the private sector and academic institutions, develop a curriculum that boosts the country's trade policy capacity, provides business skills and entrepreneurship				MTTI, MOES
		In partnership with academic institutions, deliver training based on the curriculum				Academic/ training Institutions
		Foster placement of tertiary students in private sector institutions as part of training				Academic/ training Institutions, Private Sector
	Trade Facilitation					
2	Through a public-private partnership approach, ensure the availability of trade-facilitating infrastructure such as cold storage facilities, refrigerated trucks, laboratories, e.t.c.	Undertake consultations to develop a Bill to encourage public-private joint investment in trade facilitating infrastructure				MTTI
		Prepare and present the Bill to encourage public-private joint investment in trade facilitating infrastructure to Cabinet and Parliament				MTTI

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES						
	Policy Actions	Activities	2008/09 ... 2012/13		Remarks	Reporting Agency
			Target	Status/ Achievement		
		Review taxes on materials needed to provide trade facilitating infrastructure within the EAC Customs Union, with a view to making them competitively available				MFPED, MTTI
4	Enact and/or review trade and commercial laws that create, or are supportive of a dynamic trade sector	Conduct a study to identify laws worth reviewing				MTTI
		Prepare, through a consultative process, Bills in view of the identification study				MTTI
		Present the Bills to Cabinet and Parliament				MTTI
		Disseminate the Acts to the general public with a view to enhancing compliance				MTTI, Private Sector
Public-Private Partnership, e-commerce, Innovation, Intellectual Property Rights Protection, and Technology Transfer						
5	Strengthen the consultative mechanism between the public and private sectors on trade policy formulation and implementation	Reconstitute the IITC in line with the National Trade Policy and the Functional Analysis of the Ministry by appointing members to IITC				MTTI
		Introduce the concept of IITC at regional/district level				MTTI

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES						
	Policy Actions	Activities	2008/09 ... 2012/13		Remarks	Reporting Agency
			Target	Status/ Achievement		
		Train members of the IITC, especially the private sector with a view to improving the quality of consultations within the Committee				MTTI
		Commission studies on a regular basis to inform the consultation process – at least three on a bi-annual basis				MTTI
6	Formulate and implement measures and strategies aimed at enhancing the usage of electronic commerce	Prepare, through a consultative process, a Bill giving legal effect to electronic transactions (e-commerce Bill)				MTTI
		Present the e-commerce Bill to Cabinet and Parliament for enactment				MTTI
		Work with financial institutions and telecommunications companies to develop products that encourage and popularize the usage of electronic commerce				MICT
7	Develop and formulate laws and policies to protect intellectual property rights and encourage innovativeness	Conduct a needs assessment for capacity building in the area of intellectual property rights in the context of the Doha Development Agenda of the WTO				MTTI

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES						
	Policy Actions	Activities	2008/09 ... 2012/13		Remarks	Reporting Agency
			Target	Status/ Achievement		
		On the basis of the needs assessment, build Uganda's capacity in the area of Intellectual Property by reviewing laws governing intellectual property rights with a view to strengthening them				MTTI
		Consider joining the World Intellectual Property Organization (WIPO) so as to enable the Ugandan private sector register and protect their patents worldwide				MTTI
8	Encourage the acquisition and usage of modern technology through implementation of measures aimed at promoting technology transfer	Conduct a study to establish an appropriate incentive regime that can encourage technology transfer				MTTI
		Review investment and related laws {as well as any other relevant laws identified by the study} and regulations with a view to making them supportive of technology transfer				MTTI
		Prepare and present Bills to Cabinet and Parliament for enactment				MTTI

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES						
	Policy Actions	Activities	2008/09 ... 2012/13		Remarks	Reporting Agency
			Target	Status/ Achievement		
9	Develop and implement measures and guidelines to ensure and improve the teaching and learning of international languages at appropriate levels of education	Identify languages that can enhance competitiveness of Ugandan services and products; and develop, through a consultative process, guidelines for the teaching of international languages				MTTI, Private Sector
		Disseminate advantages of multilingualism in the context of international trade in both goods and services to the general public, and encourage them to take up courses in international languages				MTTI
		Encourage, if necessary through an incentive system, academic institutions to provide training in international languages				MOES

Table 4: Monitoring and Evaluation Matrix with Annualized Targets

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Legislative and Institutional Reforms					
Develop the relevant bills (e.g. on Consumer Protection, Competition) and present them to Cabinet	Develop and present Bills on: (1) Trade Marks and Intellectual Property Rights (including counterfeits); (2) Copyright and Neighbouring Rights; and (3) Geographical Indications	Develop and present Bills on: (1) e-commerce; (2) Sale of Goods and Supply of Services; (3) Partnerships ; and (4) Trade Licensing	Develop and present Bills on: (1) Competition; (2) Consumer Protection; and (3) Trade Remedies		
Present the bills to Parliament	Present Bills on: (1) Trade Marks and Intellectual Property Rights (including counterfeits); (2) Copyright and Neighbouring Rights; and (3) Geographical Indications	Present Bills on: (1) e-commerce; (2) Sale of Goods and Supply of Services; and (3) Trade Licensing	Present Bills on: (1) Partnerships; (2) Competition; and (3) Consumer Protection	Present the Bill on: (1) Trade Remedies, and (2) any other laws that may be identified	
Review with an objective of strengthening the relevant organs for enforcing the laws		Carry out identification of the relevant organs; and review their capacity to enforce trade related laws	Strengthen the capacity of the relevant organs by disseminating information on trade legislation to them		
Develop and disseminate guidelines for adherence to the various laws		Develop and distribute the guidelines to about 30% of the districts	Disseminate the guidelines to a further 35% of the districts	Disseminate the guidelines to a further 35% of the districts	

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Engage in continuous monitoring of the relevant legal framework to ensure that the necessary legal reviews are done in a timely manner		In partnership with the private sector, conduct a monitoring and evaluation of the legal environment through roundtable discussions	In partnership with the private sector, conduct a monitoring and evaluation of the legal environment	In partnership with the private sector, conduct a monitoring and evaluation of the legal environment	In partnership with the private sector, conduct a monitoring and evaluation of the legal environment
Identify and develop new policies including those that are specific to certain sectors	Complete the identification process, and draw a programme for developing the policies	Develop at least two draft Policies – on the basis of the identification process - and present them to Cabinet			
Identify and develop/strengthen institutions for trade policy implementation through equipping them both with human and financial resources	Complete the process of identifying the capacity – human and financial – needs of key institutions for trade policy implementation	Provide the requisite capacity to the institutions			
Develop and implement policies complementary to growth of trade, especially on consumer protection, competition	Develop: (1) Competition Policy in the context of EAC (2) a Consumer Protection Policy	Develop policies on: Marketing and Distribution			
Review of existing capacities and competencies to implement trade development activities in a decentralized framework	Complete the review				

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Provide sufficient technical, human and financial resources including development of training and operational manuals for DCOs	Develop training and operational manuals for the District Commercial Offices; Publish and distribute the manuals to Districts	<ul style="list-style-type: none"> - Provide training in trade policy, policy implementation, entrepreneurship, budgeting and planning to 50% of the District Commercial Offices - Advise District Councils and District Service Commissions on the human resource requirements of District Commercial Offices 	<ul style="list-style-type: none"> - Provide training in trade policy, policy implementation, budgeting and planning to an additional 50% of the District Commercial Offices; - Work with selected districts – 30% of total – to improve their human and financial resources in the District Commercial Office 	- Work with selected districts – an additional 30% of total – to improve their human and financial resources in the District Commercial Office	- Work with selected districts – an additional 40% of total – to improve their human and financial resources in the District Commercial Office
Assist the districts to integrate trade development activities in the district development plans	<ul style="list-style-type: none"> - Complete the development of a manual to assist Districts integrate trade development activities into District Development Plans; - Assist 25% of the Districts to integrate trade development activities into their Development Plans 	- Assist an additional 25% of the Districts to integrate trade development activities into their Development Plans, bringing total coverage to 50%	- Assist an additional 25% of the Districts to integrate trade development activities into their Development Plans, bringing total coverage to 75%	- Assist an additional 25% of the Districts to integrate trade development activities into their Development Plans, bringing total coverage to 100%	

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Develop and disseminate policy guidelines	Complete the development and publication of the Policy Guidelines	Disseminate the Policy Guidelines to {using a zonal approach – 10 zones} all the districts targeting, inter alia, District Councils, Chief Administrative Officers, District Production Coordinators, and District Commercial Officers			
Monitor implementation of Trade Policy by Local Governments	Conduct Monitoring and Evaluation Field visits to all Districts, and produce a Monitoring and Evaluation report with a focus on implementation of the National Trade Policy by Local Governments	Conduct Monitoring and Evaluation Field visits to all Districts, and produce a Monitoring and Evaluation report with a focus on implementation of the National Trade Policy by Local Governments	Conduct Monitoring and Evaluation Field visits to all Districts, and produce a Monitoring and Evaluation report with a focus on implementation of the National Trade Policy by Local Governments	Conduct Monitoring and Evaluation Field visits to all Districts, and produce a Monitoring and Evaluation report with a focus on implementation of the National Trade Policy by Local Governments	Conduct Monitoring and Evaluation Field visits to all Districts, and produce a Monitoring and Evaluation report with a focus on implementation of the National Trade Policy by Local Governments
Competitiveness Enhancement					
Establish an institutional structure for the implementation of the MAPS strategy	Formally constitute the structure and have it fully functional				

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Encourage and foster collective action by Farmer Groups	Extend the fostering of collective action by farmer groups, through inter alia sensitization and supervision, to 50% of Districts currently not covered – with a focus at the sub-county level	Extend the fostering of collective action by farmer groups, through inter alia sensitization and supervision, to all Districts currently not covered – with a focus at the sub-county level			
Support the development of Cooperative Societies, Area Marketing Cooperative Enterprises (AMCEs) and Farmers' Groups	Support the development of Cooperative Societies, AMCEs and Farmers' Groups in districts currently not covered, with specific focus on Northern Uganda	Support the development of Cooperative Societies, AMCEs and Farmers' Groups in districts currently not covered, with specific focus on Eastern Uganda	Support the development of Cooperative Societies, AMCEs and Farmers' Groups in districts currently not covered, with specific focus on the rest of the country		
Strengthen and diversify cooperatives	Review regulations governing Cooperatives in different areas such as Marketing, Housing, Finance, e.t.c.	- Disseminate the reviewed/revised regulations - Supervise and guide the Cooperative Societies to adhere to the regulations	Put in place administrative and other measures – including persuasion and sensitization to encourage Cooperatives to diversify into different areas		

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Provide training on adherence to standards to the various production and marketing groups	Develop/compile and distribute information on standards requirements, and general guidelines on adherence to standards to all production and marketing groups	Update and distribute information on standards requirements, and general guidelines on adherence to standards to all production and marketing groups, with specific focus on those that may be newly formed	Update and distribute information on standards requirements, and general guidelines on adherence to standards to all production and marketing groups, with specific focus on those that may be newly formed	Update and distribute information on standards requirements, and general guidelines on adherence to standards to all production and marketing groups, with specific focus on those that may be newly formed	Update and distribute information on standards requirements, and general guidelines on adherence to standards to all production and marketing groups, with specific focus on those that may be newly formed
Strengthen mechanisms for enforcing standards at all levels of Government	Assist 30% of Districts to develop by-laws related to standards, and to have mechanisms for enforcing/ensuring compliance with such by-laws	Assist an additional 30% of Districts to develop by-laws related to standards, and to have mechanisms for enforcing/ensuring compliance with such by-laws	Assist another 40% of Districts to develop by-laws related to standards, and to have mechanisms for enforcing/ensuring compliance with such by-laws		
Identify the key actors in investment, production, and trade and provide a forum for them to harmonize strategies and actions on a regular basis	Hold one forum bringing together players from public and private sectors in the areas of investment, production and trade with a view to harmonizing strategies and actions for complementarity		Hold one forum bringing together players from public and private sectors in the areas of investment, production and trade with a view to harmonizing strategies and actions for complementarity		Hold one forum bringing together players from public and private sectors in the areas of investment, production and trade with a view to harmonizing strategies and actions for complementarity

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Make joint reviews with the relevant actors		Hold one review session for players from public and private sectors in the areas of investment, production and trade to assess progress made at harmonization of implementation of strategies in the areas and agree on way forward		Hold one review session for players from public and private sectors in the areas of investment, production and trade to assess progress made at harmonization of implementation of strategies in the areas and agree on way forward	
Prepare the country to engage in and shape the direction of the 'Aid for Trade' Initiative	Draw up an 'Action Plan' on which to base the country's engagement in the 'Aid for Trade' discussions	On the basis of the 'Action Plan', engage in the 'Aid for Trade' discussions/ Negotiations at multilateral, regional and bilateral levels			
Implementation of the Aid-for-Trade initiative			Put in place a mechanism for implementation of the AfT	Embark on integrating AfT into National Development Initiatives	Complete integrating AfT into National Development initiatives

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Strengthen the capacity of, and linkages between the private sector apex institutions and their affiliates	Through dialogue, identify the capacity gaps of the institutions and draw an action plan to fill the gaps	<ul style="list-style-type: none"> - Work with apex organizations to draw up engagement plans and programmes with their affiliates and vice versa - Foster engagement of apex organizations with their affiliates through, inter alia, providing for a for them to meet on a bi-annual basis at regional/zonal level 	- Foster engagement of apex organizations with their affiliates through, inter alia, providing for a for them to meet on a bi-annual basis at regional/zonal level	- Foster engagement of apex organizations with their affiliates through, inter alia, providing for a for them to meet on a bi-annual basis at regional/zonal level	
Develop a strategy for promoting public-private partnership in providing critical infrastructure for competitiveness (energy, transport, regulatory, communication, skills etc)	Following a public-private partnership approach, draft the Strategy, and Bill to give legal backing to the Strategy	Present the draft Strategy and Bill to Cabinet and Parliament			
Implement the National Export Strategy (NES)	<p>Undertake a Functional Analysis of UEPB and begin on strengthening the Board</p> <p>Complete the NES implementation Plan and implement its market information component</p>	Implement the market access and entry provisions of the NES	Carry out export competence development involving building of export entrepreneurship and management capacities	Deepen market presence activities involving market support services, and building distribution networks	Undertake supplementary product development activities including imparting skills in product handling, labeling and packaging
Establish the required market information – e.g. through studies, engagement with potential users, e.t.c.)	Develop an inventory of the requisite market information				

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Review existing modes of delivering market information	Complete the review and produce a report with areas worth improving in form a zero draft for a Market Information System				
Design and implement a relevant market information system		<ul style="list-style-type: none"> - Complete the design of a Market Information System, including an implementation strategy - Pilot test the Market Information System in 10% of the country's Districts 	Roll out the Market Information System to an additional 30% of Districts, with a focus on the sub-county level	Roll out the Market Information System to an additional 30% of Districts, with a focus on the sub-county level	Roll out the Market Information System to an additional 30% of Districts, with a focus on the sub-county level
Conduct a mid-term review on the performance of the information system				Complete the mid-term review, and make any necessary adjustments in the system	
Develop, design and launch the trade portal	Complete the design of, and launch the trade portal				
Collect information and update the portal on a regular/quarterly basis	Collect information on a quarterly basis and post it on the portal	Collect, synthesize, update and post information on the portal on a quarterly basis	Collect, synthesize, update and post information on the portal on a quarterly basis	Collect, synthesize, update and post information on the portal on a quarterly basis	Collect, synthesize, update and post information on the portal on a quarterly basis

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Review the existing SPS environment to guide the development of the relevant SPS policy	Complete the review and compile a report detailing gaps in the country's SPS environment and making proposals on how to fill them				
Develop the SPS policy	Through a consultative process, draft an SPS Policy and present it to Cabinet				
Put in place the relevant framework and mechanism for the implementation of the SPS policy		Draft a framework hinged on inter-institutional collaboration	Complete the framework		

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Strengthen the notification process under the SPS agreement, and strengthen the sharing of information on notification with the private sector	<ul style="list-style-type: none"> - Link all private sector apex associations to the SPS inquiry point - Train all private sector apex associations on the notification process and its importance; pass all notifications received from Uganda's trading partners to them electronically or otherwise 	<ul style="list-style-type: none"> - Link at least 10 affiliates of private sector apex associations to the SPS inquiry point - Train the 10 affiliates of private sector apex associations on the notification process and its importance; pass all notifications received from Uganda's trading partners to them electronically or otherwise 	<ul style="list-style-type: none"> - Link at least 10 more affiliates of private sector apex associations to the SPS inquiry point - Train the 10 affiliates of private sector apex associations on the notification process and its importance; pass all notifications received from Uganda's trading partners to them electronically or otherwise 	<ul style="list-style-type: none"> - Link at least 10 more affiliates of private sector apex associations to the SPS inquiry point - Train the 10 affiliates of private sector apex associations on the notification process and its importance; pass all notifications received from Uganda's trading partners to them electronically or otherwise 	<ul style="list-style-type: none"> - Link at least 10 more affiliates of private sector apex associations to the SPS inquiry point - Train the 10 affiliates of private sector apex associations on the notification process and its importance; pass all notifications received from Uganda's trading partners to them electronically or otherwise
Develop a National Standards policy	Through a consultative process, draft a Standards Policy and present it to Cabinet				
Develop legislation to provide a legal basis for implementation of the standards policy including a review of the UNBS Act		Through a consultative process, draft the Bills and present them to Cabinet	Present the Bills to Parliament for enactment		
Put in place the relevant framework and mechanisms for implementation of the National Standards policy	Draft a framework hinged on inter-institutional collaboration	Complete the framework			

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Enhance the capacity of UNBS in enforcement of international standards including accreditation of laboratories	Embark on the process of accreditation of laboratories	Have 2 accredited laboratories	Make UNBS a full member of the International Standards Organization (ISO)	Have 4 accredited laboratories	
Roll out the activities of UNBS in the development and enforcement of standards	Extend the presence and activities of UNBS to 50% of Uganda's entry points	- Extend the presence and activities to all entry points into Uganda - Develop Guidelines for UNBS-DCO interface in the development and enforcement of standards at District level	At District level – in about 20% of the districts – follow a participatory approach in the development and enforcement of standards and compliance thereof	Roll out the participatory approach to the development and enforcement of standards and compliance thereof to all districts in the country	
Value Chain Management and Value Addition					
Conduct value chain/addition studies	Complete value chain studies for at least five products/sectors	Complete value chain studies for at least five products/sectors			
Develop an incentive regime to encourage value addition	On the basis of the value chain studies, product a Draft Incentive Regime for value addition	- Hold two consultative sessions on the Draft Incentive Regime - Finalize the Incentive Regime and table it to Cabinet			

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Develop and implement measures to promote harmonious development of linkages between the domestic and the global value chains	Complete consultations {4 sessions covering public, private and civil society/academia sectors separately and one general one} on possible measures to promote harmonious development of linkages between the domestic and the global value chains	Produce draft of the measures and hold one consensus building session for all stakeholders on the measures	Table the Draft measures to Cabinet for finalization		
Review existing production networks/clusters with a view of supporting the development of local and regional specialization aspects	Complete the review of existing production networks/clusters; and clearly spell out ways of supporting the development of local and regional specialization aspects	(In consultation with the private sector), develop a framework for guiding the development of local and regional specialization aspects			
Within the context of the EAC common market negotiations, encourage the development of joint ventures	Through consultations and studies, develop and finalize national positions on how to encourage joint ventures within the context of the EAC Common Market	Present and defend the national positions before the other EAC Partner States in the EAC Common Market negotiations	Present and defend the national positions before the other EAC Partner States in the EAC Common Market negotiations, and ensure that the positions are reflected in the EAC Common Market Protocol		

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Private Sector Development					
Develop strategies and mechanisms for the participation in trade of various disadvantages groups	In consultation with relevant interest groups, finalize the Strategy and popularize it	Assist and work with 50% of Local Governments and District Local Councils to integrate the Strategy into their respective Development Plans	Assist and work with an additional 50% of Local Governments and District Local Councils to integrate the Strategy into their respective Development Plans		
Review the existing relationship/interface between production and processing sectors in the country with a view of promoting forward and backward linkages	Complete the review, clearly bringing out the areas of focus in promoting forward and backward linkages	Design a Strategy on promotion of backward and forward linkages and begin on its implementation			
Promote the production of local raw materials that can ably compete with imported raw materials	Through consultations with the manufacturing and processing sector(s), identify raw materials, including required quantities and quality, used by local industries that can be availed locally	In partnership with production agencies, disseminate the information to production units/households with a view to enhancing production of such products by 10% in volume	In partnership with production agencies, disseminate the information to production units/households with a view to enhancing production of such products by 10% in volume <i>{using figures of the previous year as a base}</i>	In partnership with production agencies, disseminate the information to production units/households with a view to enhancing production of such products by 10% in volume <i>{using figures of the previous year as a base}</i>	In partnership with production agencies, disseminate the information to production units/households with a view to enhancing production of such products by 10% in volume <i>{using figures of the previous year as a base}</i>

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Provide incentives to producers for the use of local raw materials	Complete the design of an incentive regime and secure its approval, and start on dissemination of the regime to the private sector	<ul style="list-style-type: none"> - Disseminate the incentive regime to the private sector - Administer the incentive regime 	<ul style="list-style-type: none"> - Administer the incentive regime - Review the incentive regime and make any necessary adjustments 	<ul style="list-style-type: none"> - Administer the incentive regime 	<ul style="list-style-type: none"> - Administer the incentive regime
Strengthen the supply and distribution mechanisms of local raw materials to ensure they reach processing centers at fair costs	<ul style="list-style-type: none"> - Identify all the infrastructure needs to reduce the costs of delivering local raw materials to processing centres - Draw Terms of Reference for feasibility studies of providing such infrastructure and launch one study (in Northern Uganda) 	Complete the feasibility studies in all parts of the country	On the basis of the feasibility studies and using a public-partnership approach as appropriate provide such infrastructure in 50% of the Districts in Uganda	On the basis of the feasibility studies and using a public-partnership approach as appropriate provide such infrastructure in all the Districts in Uganda	
Undertake the “Buy Uganda Build Uganda” campaign	<ul style="list-style-type: none"> - Complete the design of, and launch the “Buy Uganda Build Uganda” campaign booklet - launch the “Buy Uganda Build Uganda” campaign in all regions of the country 	Hold public symposia on “Buy Uganda Build Uganda” in all regions of Uganda			

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Ensure adequate supply and distribution of local products to all parts of the country	Complete the design of a market survey framework to be used in annual domestic market surveys; and conduct one market survey on the nature and size of the domestic market with a view to providing the private sector with information on available market	Conduct one market survey on the nature and size of the domestic market with a view to providing the private sector with information on available market	Conduct one market survey on the nature and size of the domestic market with a view to providing the private sector with information on available market	Conduct one market survey on the nature and size of the domestic market with a view to providing the private sector with information on available market	Conduct one market survey on the nature and size of the domestic market with a view to providing the private sector with information on available market
Work with the private sector to strengthen their capacity to be competitive in the local market	Done through other policy actions such as legislative reforms, information dissemination, e.t.c.	Done through other policy actions such as legislative reforms, information dissemination, e.t.c.	Done through other policy actions such as legislative reforms, information dissemination, e.t.c.		
Provide a legal basis for implementation of trade defense measures by preparing and presenting a Bill to Cabinet and Parliament	<ul style="list-style-type: none"> - Undertake consultations with the private sector and other stakeholders on trade defense instruments - Draft a Bill on Trade Defense Instruments and present it to Cabinet 	Present the Bill on Trade Defense Instruments to Parliament for enactment into law			

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
In partnership with the private sector, conduct regular surveillance to identify any situations – such as dumping – which need invoking trade defense instruments		Develop a methodology to guide surveillance of the trading environment to identify any situations warranting invoking trade defense instruments and disseminate the methodology to stakeholders in both the public and private sectors - On a quarterly basis, hold public-private sector forums to review any situations worth invoking trade defense instruments	- Disseminate the methodology on surveillance of the trading environment to identify any situations warranting invoking trade defense instruments to stakeholders in both the public and private sectors - On a quarterly basis, hold public-private sector forums to review any situations worth invoking trade defense instruments	- Disseminate the methodology on surveillance of the trading environment to identify any situations warranting invoking trade defense instruments to stakeholders in both the public and private sectors - On a quarterly basis, hold public-private sector forums to review any situations worth invoking trade defense instruments	- Disseminate the methodology on surveillance of the trading environment to identify any situations warranting invoking trade defense instruments to stakeholders in both the public and private sectors - On a quarterly basis, hold public-private sector forums to review any situations worth invoking trade defense instruments
Design and implement relevant defense measures either unilaterally or jointly with other EAC partner states	On basis of consultations, design relevant measures, and identify specific measures for pursuing in the context of the EAC Common Market	Set up an Anti-Dumping Commission/agency responsible for addressing dumping in the context of the EAC Common Market	Facilitate the Anti-Dumping Commission to implement anti-dumping measures and administer the anti-dumping law		

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DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Train the private sector in trade defense measures	Design a training curriculum on trade defense measures and hold three training sessions for the private sector of up to fifty (50) people each		Hold four training sessions for the private sector of up to fifty (50) people each		Hold four training sessions for the private sector of up to fifty (50) people each
Review and harmonize relevant tax laws and their implementation strategies with national trade development priorities	<ul style="list-style-type: none"> - Identify discrepancies/contradictions between tax laws and their implementation strategies on one hand and national development strategies/priorities on the other - Draft proposals for harmonization and discuss them at a wider level including at Local Government level 	Harmonize the laws, implementation strategies and national development strategies/priorities through appropriate means such as legislative reforms, by-laws, e.t.c.			

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Work with other EAC partner states to ensure continued harmony in tax policy	<ul style="list-style-type: none"> - Through a study and stakeholder consultations, identify discrepancies in taxation among EAC Partner States, and possible harmonization modalities - Promote the harmonization through pre-budget consultations and EAC Common Market negotiations 	<ul style="list-style-type: none"> - Pursue harmonization of tax policies across EAC Partner States in the context of the EAC Common Market negotiations 	<ul style="list-style-type: none"> - Pursue harmonization of tax policies across EAC Partner States in the context of the EAC Common Market negotiations 		
Develop the capacity of Local Governments on national and district development planning and policy coherence	<ul style="list-style-type: none"> - Develop a training manual on the subject (National and District Development Planning and Policy Coherence), targeting district technocrats and political leaders - Provide training to 20% of all the country's districts on the subject 	<ul style="list-style-type: none"> - Provide training to an additional 40% of all the country's districts on National and District Development Planning and Policy Coherence 	<ul style="list-style-type: none"> - Provide training to an additional 40% of all the country's districts on National and District Development Planning and Policy Coherence 		
Promulgation of regulations for preference schemes under the PPDA Act	<ul style="list-style-type: none"> - Complete stakeholder consultations, draft the Regulations and give them legal effect as appropriate 	<ul style="list-style-type: none"> - Popularize the Regulations, especially among the private sector 			

DOMESTIC TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Work with EAC partner states to keep preference schemes under the EAC common market	Study the relevant and related laws of the other EAC Partner States on the subject, and concretize Uganda's negotiating position on the subject for the EAC Common Market negotiations	Articulate Uganda's positions and interests on the subject in the EAC Common Market negotiations	In view of the conclusion of the EAC Common Market negotiations, review any relevant laws and regulations as appropriate		

INTERNATIONAL TRADE					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Enhancement of Trade Negotiations Capacity					
Appoint members of the National Trade Negotiations Team in accordance with the Policy	- Identify institutions to be on the Team and finalize appointment of members to the Team				

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Develop terms of reference and a code of conduct for the Team	<ul style="list-style-type: none"> - Finalize the design of the Terms of Reference and Code of Conduct for the Team - Familiarize the Team with the Terms of Reference and the Code of Conduct 				
Facilitate the NTNT to meet at least once in two months to prepare and review negotiating positions in various fora	<ul style="list-style-type: none"> - Hold bi-monthly meetings of the Team to prepare for and review Uganda's positions in various negotiations Uganda is involved in - Prepare and present 'Review and Position Papers' on trade negotiations to each of the meetings 	<ul style="list-style-type: none"> - Hold bi-monthly meetings of the Team to prepare for and review Uganda's positions in various negotiations Uganda is involved in - Prepare and present 'Review and Position Papers' on trade negotiations to each of the meetings 	<ul style="list-style-type: none"> - Hold bi-monthly meetings of the Team to prepare for and review Uganda's positions in various negotiations Uganda is involved in - Prepare and present 'Review and Position Papers' on trade negotiations to each of the meetings 	<ul style="list-style-type: none"> - Hold bi-monthly meetings of the Team to prepare for and review Uganda's positions in various negotiations Uganda is involved in - Prepare and present 'Review and Position Papers' on trade negotiations to each of the meetings 	<ul style="list-style-type: none"> - Hold bi-monthly meetings of the Team to prepare for and review Uganda's positions in various negotiations Uganda is involved in - Prepare and present 'Review and Position Papers' on trade negotiations to each of the meetings
Facilitate the NTNT to engage in trade negotiations at bilateral, regional and multilateral levels	Facilitate the team to engage in an average of three negotiating sessions per month	Facilitate the team to engage in an average of three negotiating sessions per month	Facilitate the team to engage in an average of three negotiating sessions per month	Facilitate the team to engage in an average of three negotiating sessions per month	Facilitate the team to engage in an average of three negotiating sessions per month

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Train members of the NTNT in trade negotiating techniques	<ul style="list-style-type: none"> - Undertake a training needs analysis of members of the Team - Design a training curriculum for the Team - Hold one training session for the Team 		<ul style="list-style-type: none"> - Update the training curriculum for the Team as appropriate - Hold one training session for the Team 		<ul style="list-style-type: none"> - Update the training curriculum for the Team as appropriate - Hold one training session for the Team
Conduct studies to inform the negotiations	On basis of the bi-monthly meetings of the NTNT, identify and commission studies necessary to inform the negotiations process – an average of two (2) studies annually	On basis of the bi-monthly meetings of the NTNT, identify and commission studies necessary to inform the negotiations process – an average of two (2) studies annually	On basis of the bi-monthly meetings of the NTNT, identify and commission studies necessary to inform the negotiations process – an average of two (2) studies annually	On basis of the bi-monthly meetings of the NTNT, identify and commission studies necessary to inform the negotiations process – an average of two (2) studies annually	On basis of the bi-monthly meetings of the NTNT, identify and commission studies necessary to inform the negotiations process – an average of two (2) studies annually
Train the private sector in trade policy issues so as to enhance their participation in consultations	<ul style="list-style-type: none"> - Undertake a training needs analysis of the private sector with a focus on association level - Design a training curriculum for the private sector - Hold one training session for the private sector 		<ul style="list-style-type: none"> - Update the training curriculum for the private sector as appropriate - Hold one training session for the private sector 		<ul style="list-style-type: none"> - Update the training curriculum for the private sector as appropriate - Hold one training session for the private sector

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Hold regular consultations with the private sector on negotiations issues	Hold bi-monthly consultation meetings with the private sector – focusing on apex, sector and regional associations on key negotiations issues – in each case just before the bi-monthly meetings of the NTNT	Hold bi-monthly consultation meetings with the private sector – focusing on apex, sector and regional associations on key negotiations issues – in each case just before the bi-monthly meetings of the NTNT	Hold bi-monthly consultation meetings with the private sector – focusing on apex, sector and regional associations on key negotiations issues – in each case just before the bi-monthly meetings of the NTNT	Hold bi-monthly consultation meetings with the private sector – focusing on apex, sector and regional associations on key negotiations issues – in each case just before the bi-monthly meetings of the NTNT	Hold bi-monthly consultation meetings with the private sector – focusing on apex, sector and regional associations on key negotiations issues – in each case just before the bi-monthly meetings of the NTNT
Recruit and post Trade Officers to Geneva, Brussels, Juba, and Arusha initially	Initiate the recruitment process and recruit officers Provide specialized training to the recruited officers, including attachment to relevant agencies	Post the Officers to Geneva, Brussels and Arusha			
Recruit and post Trade Officers to South Africa, Japan, China, Washington DC, London		Initiate the recruitment process and recruit officers Provide specialized training to the recruited officers, including attachment to relevant agencies	Post Officers to South Africa, China, and Washington	Post Officers to Japan, and London	

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Identify countries/regions where more Trade Officers should be posted		Complete the process of identifying countries where more Trade Officers should be posted, and initiate the process of recruiting and posting them	Complete the recruitment and posting process		
Develop operational manuals and promotion materials for use by the Trade Officers	<ul style="list-style-type: none"> - Study best practices, and develop and produce Operational Manuals and Promotional Materials - Train Trade Officers on the use of the Operational Manuals and the Promotional Materials 	Update the Promotional Materials and distribute them as widely as possible, targeting key and niche markets as well as potentially key and niche markets	<ul style="list-style-type: none"> - Review operational manuals and update if necessary - Update the Promotional Materials and distribute them as widely as possible, targeting key and niche markets as well as potentially key and niche markets 	Update the Promotional Materials and distribute them as widely as possible, targeting key and niche markets as well as potentially key and niche markets	Update the Promotional Materials and distribute them as widely as possible, targeting key and niche markets as well as potentially key and niche markets

INTERNATIONAL TRADE					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Regionalism and Bilateralism					
Negotiate EAC Common Market	<ul style="list-style-type: none"> - Complete one study to inform Uganda's negotiating position and interests in the EAC Common Market - Present Uganda's interests and positions to other EAC Partner States and ensure that they are part of the EAC Common Market negotiations mandate 	Present and defend Uganda's positions and interest in the Common Market negotiations	Present and defend Uganda's positions and interest in the Common Market negotiations, and ensure that they are part of the Common Market Protocol		
Prepare the private sector, and put in place necessary legislations and policies to implement and benefit from the EAC Common Market		On basis of the progress of the negotiations, prepare a draft response strategy – including any necessary legislative and policy reform – to enable Uganda benefit from the EAC Common Market	Discuss the draft Response Strategy with the private sector and other stakeholders, and finalize it	Popularize the Strategy and embark on its implementation	Complete implementation of key elements of the Strategy, especially those on legislative or policy reforms

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Harmonize regional integration efforts under the EAC and COMESA	<ul style="list-style-type: none"> - Complete a study on EAC and COMESA integration processes and identify areas for harmonization - Complete drafting of a national agenda on harmonization and present it to Cabinet for finalization - Start on the harmonization process in the context of EAC and COMESA as appropriate 	In the context of EAC, COMESA and national processes, complete the harmonization process			
Pursue economic interests in other Regional Economic Communities within the framework of regional integration blocs to which Uganda belongs	Undertake and complete an analysis and due diligence to identify Uganda's economic and other interests by Regional Economic Communities (RECs)	<ul style="list-style-type: none"> - Draw up a strategy/action plan for the pursuance of Uganda's interests in other Regional Economic Communities - Place Uganda's interests in relation to other RECs high on the agenda of regional integration blocs that Uganda belongs to 	Engage – through meetings - in inter-RECs dialogue with a view to pursuing Uganda's interests in other Regional Economic Communities	Engage – through meetings - in inter-RECs dialogue with a view to pursuing Uganda's interests in other Regional Economic Communities	

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Review the EAC CET with a view to enhancing the competitiveness of Uganda's products		Conduct a study to identify products whose CET review would enhance production and trade competitiveness	In context of the scheduled EAC CET review, review the CET rates on the products		
Complete negotiations of an Economic Partnership Agreement (EPA) with the European Union (EU)	<ul style="list-style-type: none"> - On basis of studies already done, produce a synthesis of Uganda's positions in outstanding areas for negotiations - Present and defend the positions at intra-EAC negotiations and EAC-EC negotiations in East Africa and Brussels - Hold quarterly public dialogues on the EPA negotiations - Hold monthly consultations with the private sector on the EPA negotiations 	<ul style="list-style-type: none"> - Update, as appropriate, present and defend Uganda's positions at intra-EAC negotiations and EAC-EC negotiations in East Africa and Brussels - Hold quarterly public dialogues on the EPA negotiations - Hold monthly consultations with the private sector on the EPA negotiations 			

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Hold bilateral trade negotiations with key partners with an aim of enhancing Trade and Investment flows	Begin on an assessment of the specific bilateral trade and investment arrangements needed, identification of key targets in each bilateral and a proposed scheduling of the negotiations	- Complete an assessment identifying the specific bilateral trade and investment arrangements needed, key targets in each bilateral and a scheduling of the negotiations - Launch at least two bilateral trade negotiations with two strategic trade, investment and development partners	Complete bilateral trade negotiations with the two strategic trade, investment and development partners	Launch at least two bilateral trade negotiations with another two strategic trade, investment and development partners	Complete bilateral trade negotiations with the two strategic trade, investment and development partners, bring the total number of bilateral trade agreements concluded to four
Multilateralism					
Review Uganda's positions in the WTO in the context of making Uganda benefit more from the Multilateral Trading System, and protecting trade preferences	Commission and complete a study on Uganda's engagement in the WTO, and strategic choices for Uganda's engagement therein	Implement recommendations of the study, especially through articulation of the strategic choices in negotiating sessions			

INTERNATIONAL TRADE

Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Constitute the Trade, Debt and Finance Committee as provided for in the National Trade Policy	- Through a relevant and appropriate instrument, appoint Members to the Trade, Debt and Finance Committee - Develop Terms of Reference for the Committee				
Ensure that policies and strategies in the three areas are complementary to each other	Facilitate the Committee to meet on a quarterly basis to review developments in the areas of trade, debt, finance to ensure that policies and strategies in the areas are complementary to each other and promote export growth	Facilitate the Committee to meet on a quarterly basis to review developments in the areas of trade, debt, finance to ensure that policies and strategies in the areas are complementary to each other and promote export growth	Facilitate the Committee to meet on a quarterly basis to review developments in the areas of trade, debt, finance to ensure that policies and strategies in the areas are complementary to each other and promote export growth	Facilitate the Committee to meet on a quarterly basis to review developments in the areas of trade, debt, finance to ensure that policies and strategies in the areas are complementary to each other and promote export growth	Facilitate the Committee to meet on a quarterly basis to review developments in the areas of trade, debt, finance to ensure that policies and strategies in the areas are complementary to each other and promote export growth

INTERNATIONAL TRADE					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Review regulations governing money transfers with a view to encouraging remittances from Ugandans abroad	Study best practice of countries with significant remittances and review Uganda's regulations on money transfers as appropriate with a view to encouraging remittances from Ugandans abroad				
In partnership with the private sector, provide specialized training to prepare Ugandans to export their services			Launch and complete a training needs analysis, and design a training manual	Hold one training (Training of Trainers) session per quarter covering about 40 people	
On a regular basis, collect and disseminate information on available services markets worldwide and their specific requirements	Collect information on available services markets worldwide, including their specific requirements and disseminate such information to the private sector, academic institutions and other stakeholders on a regular basis	Collect information on available services markets worldwide, including their specific requirements and disseminate such information to the private sector, academic institutions and other stakeholders on a bi-annual basis	Collect information on available services markets worldwide, including their specific requirements and disseminate such information to the private sector, academic institutions and other stakeholders on a bi-annual basis	Collect information on available services markets worldwide, including their specific requirements and disseminate such information to the private sector, academic institutions and other stakeholders on a bi-annual basis	Collect information on available services markets worldwide, including their specific requirements and disseminate such information to the private sector, academic institutions and other stakeholders on a bi-annual basis

INTERNATIONAL TRADE					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Develop a mechanism for capturing data on trade in services so as to enhance planning capacity for improved trade in services	Complete drafting a strategy and instruments for capturing data on trade in services	Popularize the strategy and instruments, and build the capacity – including through training – of institutions engaged in the data collection			
Trade Facilitation					
Review and streamline the process of issuing certificates for Rules of Origin	Review issuance of certificates of Rules of Origin and issue guidelines on their issuance taking into account relevant trade agreements and reducing costs to the business community	Train District Commercial Officers and other authorities mandated to issue Rules of Origin certificates in prudent management of the process			Assess the impact of the review of the process of issuing certificates of Rules of Origin on the country's exploitation of trade preferences and make any necessary amendments
Publish trade laws and regulations on the internet	<ul style="list-style-type: none"> - Establish a central point for internet publication of all trade laws and regulations - Convert trade laws and regulations as required into electronic format for internet publication 	Publish at least 25% of the country's trade laws and regulations on the internet	Increase the level of publication of trade laws on the internet to 50% of all the country's trade laws and regulations	Increase the level of publication of trade laws on the internet to 75% of all the country's trade laws and regulations	Increase the level of publication of trade laws on the internet to 100% of all the country's trade laws and regulations

INTERNATIONAL TRADE					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Train customs officials and the business community on Rules of Origin, and Customs Valuation Agreement of the WTO	- Design the training curriculum on Rules of Origin - Hold one training session per quarter covering at least fifty (50) persons each		Hold one training session per quarter covering at least fifty (50) persons each		Hold one training session per quarter covering at least fifty (50) persons each

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Entrepreneurial Skills					
In partnership with the private sector and academic institutions, develop a curriculum that boosts the country's trade policy capacity, provides business skills and entrepreneurship	Finalize the design of the curriculum for University/tertiary level				
In partnership with academic institutions, deliver training based on the curriculum		Introduce instruction on basis of the curriculum in at least five Universities/tertiary institutions nationally	Increase the number of students receiving training on the basis of the curriculum by 10% of previous year's level	Increase the number of students receiving training on the basis of the curriculum by 10% of previous year's level	Increase the number of students receiving training on the basis of the curriculum by 10% of previous year's level

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Foster placement of tertiary students in private sector institutions as part of training		Complete the design of a model Memorandum of Understanding between training institutions and private sector associations to foster placement, and popularize the MOU among institutions and the private sector	- Popularize the MOU among institutions and the private sector - Collect information on placement opportunities available and disseminate to training institutions	-Popularize the MOU among institutions and the private sector - Collect information on placement opportunities available and disseminate to training institutions	- Popularize the MOU among institutions and the private sector - Collect information on placement opportunities available and disseminate to training institutions
Trade Facilitation					
Undertake consultations to develop a Bill to encourage public-private joint investment in trade facilitating infrastructure	Identify key principles for the Bill - Consult stakeholders on the Principles and other key elements of the Bill	Produce a draft of the Bill - Consult stakeholders on the draft Bill and revise accordingly			
Prepare and present the Bill to encourage public-private joint investment in trade facilitating infrastructure to Cabinet and Parliament		Present the draft Bill to Cabinet for approval	Present the Bill to Parliament for enactment into law		
Review taxes on materials needed to provide trade facilitating infrastructure within the EAC Customs Union, with a view to making them competitively available	Identify materials necessary for development of trade facilitating infrastructure, establish applicable taxes on them, their availability in EAC and attendant costs, and determine the optimal tax rates		In context of EAC Common External Tariff review, push for and justify the reduction of taxes on such materials/products so as to make them competitively available		

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Conduct a study to identify laws worth reviewing	Complete the study to identify laws which, besides those already scheduled for review, are worth reviewing in order to promote a dynamic trade sector				
Prepare, through a consultative process, Bills in view of the identification study		On basis of the study, prepare the necessary Bills and have public consensus on them			
Present the Bills to Cabinet and Parliament		Present the Bills to Cabinet	- Present the Bills to Parliament for enactment into law		
Disseminate the Acts to the general public with a view to enhancing compliance			- Prepare abridged versions of the laws - Hold public dissemination sessions on a quarterly basis		
Public-Private Partnership, e-commerce, innovation, intellectual property rights protection, and technology transfer					
Reconstitute the Inter-Institutional Trade Committee (IITC) in line with the National Trade Policy and the Functional Analysis of the Ministry by appointing members to IITC	- Appoint members to the IITC - Develop Terms of Reference for the IITC - Begin on the design of a programme to roll out the concept of IITC to regional level				

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES					
Activities	Target				
	2008/09	2009/10	2010/11	2011/12	2012/13
Introduce the concept of IITC at regional/district level		<ul style="list-style-type: none"> - Complete the design of a roll out programme - Introduce the concept of IITC at regional level, covering 30% of the country's districts 	Extend the concept of IITC to more regions bring total coverage to 65% of the country's districts	Extend the concept of IITC to more regions bring total coverage to all districts in the country	
Train members of the IITC, especially the private sector with a view to improving the quality of consultations within the Committee	<ul style="list-style-type: none"> - Complete training needs assessment for members of the IITC - Design a training module for members of the IITC 	Train members of the IITC, including on emerging issues in trade, and development on a bi-annual basis (two day training sessions)	Train members of the IITC, including on emerging issues in trade, and development on a bi-annual basis (two day training sessions)	Train members of the IITC, including on emerging issues in trade, and development on a bi-annual basis (two day training sessions)	Train members of the IITC, including on emerging issues in trade, and development on a bi-annual basis (two day training sessions)
Commission studies on a regular basis to inform the consultation process – at least three on an annual basis	<p>Commission and supervise an average of three studies to inform the consultations process</p> <ul style="list-style-type: none"> - From each of the studies, prepare Policy Brief(s) to facilitate the consultation process 	<p>Commission and supervise an average of three studies to inform the consultations process</p> <ul style="list-style-type: none"> - From each of the studies, prepare Policy Brief(s) to facilitate the consultation process 	<p>Commission and supervise an average of three studies to inform the consultations process</p> <ul style="list-style-type: none"> - From each of the studies, prepare Policy Brief(s) to facilitate the consultation process 	<p>Commission and supervise an average of three studies to inform the consultations process</p> <ul style="list-style-type: none"> - From each of the studies, prepare Policy Brief(s) to facilitate the consultation process 	<p>Commission and supervise an average of three studies to inform the consultations process</p> <ul style="list-style-type: none"> - From each of the studies, prepare Policy Brief(s) to facilitate the consultation process
Prepare, through a consultative process, a Bill giving legal effect to electronic transactions (e-commerce Bill)		Complete the drafting of, and consultations on, the e- Commerce Bill			

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Present the e-commerce Bill to Cabinet and Parliament for enactment			Present the e-Commerce Bill to Cabinet and subsequently to Parliament	Popularize the e-Commerce law	
Conduct a needs assessment for capacity building in the area of intellectual property rights in the context of the Doha Development Agenda of the WTO	Complete the needs assessment with a focus on key specific sectors				
On the basis of the needs assessment, build Uganda's capacity in the area of Intellectual Property by reviewing laws governing intellectual property rights with a view to strengthening them		Design and begin on implementation of an Intellectual Property Policy	Design a training module and provide training to stakeholders – private sector, judiciary, scientists, artists on Intellectual Property issues	Provide training to stakeholders – private sector, judiciary, scientists, artists on Intellectual Property issues - Work with academic institutions to introduce course on intellectual property – legal and economic aspects – in the country's education system	

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Consider joining the World Intellectual Property Organization (WIPO) to enable the Ugandan private sector register and protect their patents worldwide	<p>Prepare and position paper on the pros and cons of belonging to WIPO</p> <ul style="list-style-type: none"> - Present to, and discuss the Paper with stakeholders especially the private sector - Refine the position Paper and present it to Cabinet 				
Conduct a study to establish an appropriate incentive regime that can encourage technology transfer	Complete the study, and prepare a White Paper on encouraging technology transfer				
Review investment and related laws {as well as any other relevant laws identified by the study} and regulations with a view to making them supportive of technology transfer		<ul style="list-style-type: none"> - Review the relevant laws and identify gaps - Prepare Amendment Bills and Bills as appropriate and present them to Cabinet 	Present the Bills to Parliament for enactment into law		Conduct a review/assessment of the performance of technology transfer in view of the legislative and regulatory reform

TRADE POLICY SYNERGIES AND COMPLEMENTARITIES/CROSS-CUTTING POLICIES					
	Target				
Activities	2008/09	2009/10	2010/11	2011/12	2012/13
Identify languages that can enhance competitiveness of Ugandan services and products; and develop, through a consultative process, guidelines for the teaching of international languages	Commission and complete a study to inform and guide the identification process - Develop guidelines for the teaching of international languages	Popularize the guidelines			
Disseminate advantages of multilingualism in the context of international trade in both goods and services to the general public, and encourage them to take up courses in international languages	Design a brochure on advantages of multilingualism, language centres available and distribute to teaching institutions and the private sector	Produce and distribute 5000 brochures with a view to increasing the capacity of Ugandans to be multi-lingual			Update the brochure on advantages of multilingualism, language centres available and distribute 5000 brochures

CHAPTER FOUR

COSTING OF THE NTSDP

4.1 Introduction

This chapter presents indicative resource requirements for full implementation of the Plan to assist the Government of Uganda and development partners mobilize the required investment resources. The costing is based on a multidimensional approach that considers historical costs associated with each of the activities or similar activities where new ones have been proposed; projections of future cost structures based on the major cost drivers; and adjustments made on the basis of extensive and explicit consultations with key stakeholders. The costing has duly taken into account the scheduling of activities to be undertaken as given in Table 1, and has been informed by annual targets as given in Table 4. Table 5 presents an activity costing of the NTSDP in a matrix form.

Table 5: Activity Costing for the NTSDP (Amounts are in Millions of Uganda Shillings)

DOMESTIC TRADE						
	Annual Costs (Million Uganda Shillings)					
Activities	2008/09	2009/10	2010/11	2011/12	2012/12	Total
Annual Subtotal	2,867.20	4,134.45	3,822.35	3,274.15	1,939.50	16,037.65
Develop the relevant bills (e.g. on Consumer Protection, Competition) and present them to Cabinet	60	80	60			200
Present the bills to Parliament	30	40	30	20		120
Review with an objective of strengthening the relevant organs for enforcing the laws	—	21.5	15			36.5
Develop and disseminate guidelines for adherence to the various laws		131.25	26.25	26.25		183.75
Engage in continuous monitoring of the relevant legal framework to ensure that the necessary legal reviews are done in a timely manner		4.5	4.5	4.5	4.5	18
Identify and develop new policies including those that are specific to certain sectors	0	46		0	0	46
Identify and develop/strengthen institutions for trade policy implementation through equipping them both with human and financial resources	20	207				227
Develop and implement policies complementary to growth of trade, especially on consumer protection, competition	46	23				69
Review of existing capacities and competencies to implement trade development activities in a decentralized framework	42					42
Provide sufficient technical, human and financial resources including development of training and operational manuals for DCOs	15	5	5			25
Assist the districts to integrate trade development activities in the district development plans	80	60	60	60		260
Develop and disseminate policy guidelines	15	150				165

DOMESTIC TRADE						
Activities	Annual Costs (Million Uganda Shillings)					
	2008/09	2009/10	2010/11	2011/12	2012/12	Total
Monitor implementation of Trade Policy by Local Governments	60	60	60	60	60	300
Establish an institutional structure for the implementation of the MAPS strategy						0
Encourage and foster collective action by Farmer Groups	62	62				124
Support the development of Cooperative Societies, Area Marketing Cooperative Enterprises and Farmers' Groups	60	40	100			200
Strengthen and diversify cooperatives		204	204			408
Provide training on adherence to standards to the various production and marketing groups	90	90	90	90	90	450
Strengthen mechanisms for enforcing standards at all levels of Government	73.2	73.2	97.6			244
Identify the key actors in investment, production, and trade and provide a forum for them to harmonize strategies and actions on a regular basis	75		75		75	225
Make joint reviews with the relevant actors		75		75		150
Prepare the country to engage in and shape the direction of the 'Aid for Trade' Initiative	14					14
Implementation of the Aid-for-Trade initiative						0
Strengthen the capacity of, and linkages between the private sector apex institutions and their affiliates	5	30	30	30		95
Develop a strategy for promoting public-private partnership in providing critical infrastructure for competitiveness (energy, transport, regulatory, communication, skills etc)		14				14

DOMESTIC TRADE						
Activities	Annual Costs (Million Uganda Shillings)					
	2008/09	2009/10	2010/11	2011/12	2012/12	Total
Implement the National Export Strategy (NES)	120	210	210	210	210	960
Establish the required market information – e.g. through studies, engagement with potential users, e.t.c.)	40					40
Review existing modes of delivering market information						0
Design and implement a relevant market information system		490	1200	1200	1200	4090
Conduct a mid-term review on the performance of the information system				40		40
Develop, design and launch the trade portal	80					80
Collect information and update the portal on a regular/quarterly basis	170	170	170	170	170	850
Review the existing SPS environment to guide the development of the relevant SPS policy	10					10
Develop the SPS policy	23					23
Put in place the relevant framework and mechanism for the implementation of the SPS policy		0	0			0
Strengthen the notification process under the SPS agreement,	55	55	55	55	55	275
Develop a National Standards policy	23					23
Develop legislation to provide a legal basis for implementation of the standards policy including a review of the UNBS Act		20	10			30
Put in place the relevant framework and mechanisms for implementation of the National Standards policy	0	0				0

DOMESTIC TRADE						
Activities	Annual Costs (Million Uganda Shillings)					
	2008/09	2009/10	2010/11	2011/12	2012/12	Total
Enhance the capacity of UNBS in enforcement of international standards including accreditation of laboratories	350	350	450	350		1500
Roll out the activities of UNBS in the development and enforcement of standards	504	830	680	828.4		2842.4
Conduct value chain/addition studies	300	300				600
Develop an incentive regime to encourage value addition	0	20				20
Develop and implement measures to promote harmonious development of linkages between the domestic and the global value chains	40	23				63
Review existing production networks/clusters with a view of supporting the development of local and regional specialization aspects	0	0				0
Within the context of the EAC common market negotiations, encourage the development of joint ventures	30					30
Develop strategies and mechanisms for the participation in trade of various disadvantaged groups	30	60	60			150
Review the existing relationship/interface between production and processing sectors in the country with a view of promoting forward and backward linkages		20				20
Promote the production of local raw materials that can ably compete with imported raw materials	20	15				35
Provide incentives to producers for the use of local raw materials		15				15
Strengthen the supply and distribution mechanisms of local raw materials to ensure they reach processing centers at fair costs	40		10	10		60
Undertake the “Buy Uganda Build Uganda” campaign	40	20				60

DOMESTIC TRADE						
Activities	Annual Costs (Million Uganda Shillings)					
	2008/09	2009/10	2010/11	2011/12	2012/12	Total
Ensure adequate supply and distribution of local products to all parts of the country	10	25	25	25	25	110
Provide a legal basis for implementation of trade defense measures by preparing and presenting a Bill to Cabinet and Parliament	60	10				70
In partnership with the private sector, conduct regular surveillance to identify any situations – such as dumping – which need invoking trade defense instruments	20	20	20	20	20	100
Design and implement relevant defense measures either unilaterally or jointly with other EAC partner states	0	0	0			0
Train the private sector in trade defense measures	45		30		30	105
Review and harmonize relevant tax laws and their implementation strategies with national trade development priorities	50					50
Work with other EAC partner states to ensure continued harmony in tax policy						0
Develop the capacity of Local Governments on national and district development planning and policy coherence	45	45	45			135
Promulgation of regulations for preference schemes under the PPDA Act	15	20				35
Work with EAC partner states to keep preference schemes under the EAC common market	0	0				0

INTERNATIONAL TRADE						
	Annual Costs (Million Uganda shillings)					
Activities	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Annual Subtotal	1,632.20	1,670.56	2,364.94	2,715.52	2,952.22	11,335.44
Appoint members of the Team in accordance with the Policy	0					0
Develop terms of reference and a code of conduct for the Team	5					5
Facilitate the NTNT to meet at least once in two months to prepare and review negotiating positions in various fora	30	30	30	30	30	150
Facilitate the NTNT to engage in trade negotiations at bilateral, regional and multilateral levels	734.4	747.36	760.32	773.28	786.24	3801.6
Train members of the NTNT in trade negotiating techniques	53		53		53	159
Conduct studies to inform the negotiations	72.5	72.5	72.5	72.5	72.5	362.5
Host Trade negotiations delegations in the context of bilateral Joint Permanent Commissions	44.8	44.8	44.8	44.8	44.8	224
Train the private sector in trade policy issues so as to enhance their participation in consultations	53	53	53	53	53	265
Hold regular consultations with the private sector on negotiations issues	30	30	30	30	30	150
Recruit and post Trade Officers to Geneva, Brussels, Arusha and Juba initially	8	448.8	456.72	464.64	472.56	1850.72
Recruit and post Trade Officers to South Africa, Japan, China, Washington DC, London		8	561	570.9	580.8	1720.7

INTERNATIONAL TRADE						
Activities	Annual Costs (Million Uganda shillings)					Total
	2008/09	2009/10	2010/11	2011/12	2012/13	
Identify countries/regions where more Trade Officers should be posted			8	448.8	456.72	913.52
Develop operational manuals and promotion materials for use by the Trade Officers	41.6	41.6	41.6	41.6	41.6	208
Negotiate EAC Common Market	36.4					36.4
Prepare the private sector, and put in place necessary legislations and policies to implement and benefit from the EAC Common Market		0	18	9	18	45
Harmonize regional integration efforts under the EAC and COMESA	36.5	0				36.5
Pursue economic interests in other Regional Economic Communities within the framework of regional integration blocs to which Uganda belongs	0	10	0	0		10
Review the EAC CET with a view to enhancing the competitiveness of Uganda's products	19	0	0			19
Complete negotiations of an Economic Partnership Agreement (EPA) with the European Union (EU)	26	26				52
Hold bilateral trade negotiations with key partners with an aim of enhancing Trade and Investment flows	0	26.5	0	0	0	26.5
Review Uganda's positions in the WTO in the context of making Uganda benefit more from the Multilateral Trading System, and protecting trade preferences	36.5	0				36.5
Constitute the Trade, Debt and Finance Committee (TDFC) as provided for in the National Trade Policy	0					0
Ensure that policies and strategies in the three areas are complementary to each other	8	8	8	8	8	40

INTERNATIONAL TRADE						
Activities	Annual Costs (Million Uganda shillings)					Total
	2008/09	2009/10	2010/11	2011/12	2012/13	
Review regulations governing money transfers with a view to encouraging remittances from Ugandans abroad	21.5					21.5
In partnership with the private sector, provide specialized training to prepare Ugandans to export their services			28	52	52	132
On a regular basis, collect and disseminate information on available services markets worldwide and their specific requirements	62	62	62	62	62	310
Develop a mechanism for capturing data on trade in services so as to enhance planning capacity for improved trade in services	42	16				58
Review and streamline the process of issuing certificates for Rules of Origin	18	16			18	52
Publish trade laws and regulations on the internet	180	30	40	55	75	380
Train customs officials and the business community on Rules of Origin, and Customs Valuation Agreement of the WTO	74		98		98	270

TRADE POLICY SYNERGIES AND COMPLEMETARITIES/CROSS-CUTTING POLICIES						
	Annual Costs (Million Uganda Shillings)					Total
Activities	2008/09	2009/10	2010/11	2011/12	2012/13	
Annual Subtotal	487.4	571.4	586.9	671.4	686.9	3,004
In partnership with the private sector and academic institutions, develop a curriculum that boosts the country's trade policy capacity, provides business skills and entrepreneurship	40					40
In partnership with academic institutions, deliver training based on the curriculum		85	85	85	85	340
Foster placement of tertiary students in private sector institutions as part of training		35	35	35	35	140
Undertake consultations to develop a Bill to encourage public-private joint investment in trade facilitating infrastructure	40	20				60
Prepare and present the Bill to encourage public-private joint investment in trade facilitating infrastructure to Cabinet and Parliament			10			10
Review taxes on materials needed to provide trade facilitating infrastructure within the EAC Customs Union, with a view to making them competitively available	0		0			0
Conduct a study to identify laws worth reviewing	25					25
Prepare, through a consultative process, Bills in view of the identification study		20				20
Present the Bills to Cabinet and Parliament			10			10
Disseminate the Acts to the general public with a view to enhancing compliance			40			40

TRADE POLICY SYNERGIES AND COMPLEMETARITIES/CROSS-CUTTING POLICIES						
Activities	Annual Costs (Million Uganda Shillings)					Total
	2008/09	2009/10	2010/11	2011/12	2012/13	
Reconstitute the IITC in line with the National Trade Policy and the Functional Analysis of the Ministry by appointing members to IITC	0					0
Introduce the concept of IITC at regional/district level		96	208	320	320	944
Train members of the IITC, especially the private sector with a view to improving the quality of consultations within the Committee	61.4	18.4	18.4	18.4	18.4	135
Commission studies on a regular basis to inform the consultation process – at least three on a bi-annual basis	107.5	107.5	107.5	107.5	107.5	537.5
Prepare, through a consultative process, a Bill giving legal effect to electronic transactions (e-commerce Bill)		20				20
Present the e-commerce Bill to Cabinet and Parliament for enactment			12	18		30
Conduct a needs assessment for capacity building in the area of intellectual property rights in the context of the Doha Development Agenda of the WTO	43					43
On the basis of the needs assessment, build Uganda's capacity in the area of Intellectual Property by reviewing laws governing intellectual property rights with a view to strengthening them		23	51	46	46	166
Consider joining the World Intellectual Property Organization (WIPO) to enable the Ugandan private sector register and protect their patents worldwide	14					14

TRADE POLICY SYNERGIES AND COMPLEMETARITIES/CROSS-CUTTING POLICIES						
Activities	Annual Costs (Million Uganda Shillings)					Total
	2008/09	2009/10	2010/11	2011/12	2012/13	
Conduct a study to establish an appropriate incentive regime that can encourage technology transfer	36.5					36.5
Review investment and related laws {as well as any other relevant laws identified by the study} and regulations with a view to making them supportive of technology transfer		61.5	10	41.5		113
Identify languages that can enhance competitiveness of Ugandan services and products; and develop, through a consultative process, guidelines for the teaching of international languages	45	10				55
Disseminate advantages of multilingualism in the context of international trade in both goods and services to the general public, and encourage them to take up courses in international languages	75	75			75	225