

**Table 5.1. Final Action Matrix**

Actions	Priority	Responsible entities	Expected duration of action	Indicative TA Needs
<b>I. Increase Productivity in Export Sectors</b>				
<p><b>A. Increase resources for agricultural, animal husbandry and fisheries and micro-agro- industrial research</b></p> <ul style="list-style-type: none"> <li>• Staff, equip, and fund research into raising yields of existing and potential exports</li> <li>• 2% of agricultural GDP spent on research over 5 years</li> <li>• Select priority sectors for targeted research efforts, with specific sequencing of activities over a five year time-frame</li> <li>• Carry out land tenure policies and studies</li> <li>• Adopt input subsidies policy to small agricultural producers</li> <li>• Coordination of research institutions at the national level.</li> <li>• Strengthen &amp; support production and marketing cooperatives and establish export centres.</li> <li>• Provide credit support to small agricultural producers and to potential agricultural export products.</li> <li>• Creating awareness for market access and competitiveness</li> </ul>				

Actions	Priority	Responsible entities	Expected duration of action	Indicative TA Needs
<p><b>B. Strengthen agricultural, Agro-industrial, animal husbandry and fisheries extension services</b></p> <ul style="list-style-type: none"> <li>Strengthen extension programs to disseminate technology and practices for increasing yields</li> <li>Select priority sectors for targeted extension efforts, with specific sequencing of activities over a five year time-frame</li> <li>Enhancing the capacity of technology transfer and extension services using the village as a center for providing services and agricultural knowledge in line with the ARP.</li> </ul>	High	GNU and GoSS ministries of agriculture, livestock, fisheries, forestry; Agricultural Research Corporation, Livestock and Fisheries Research Corporation, National Farmers Union, Farmers union in Southern Sudan, and other relevant extension services	5 years	Trainer training, equipment
<p><b>C Establish vocational education in agriculture and manufacturing</b></p> <ul style="list-style-type: none"> <li>Establishing training programs in marketing services of major agricultural export at trade schools and universities</li> <li>Establish training centers equipped with latest textile training machinery</li> <li>Develop integrated human resources development program to improve quality of hides, skins, and leather, poultry and diary products.</li> <li>Establishing animal breeding training centre</li> </ul>	Medium	GNU and GoSS ministries of industry, agriculture & forestry, livestock and fisheries, ministry of industry & commerce and ministry of cooperative and rural development southern Sudan	3 years	Study programs, papers on best practice, equipment

Actions	Priority	Responsible entities	Expected duration of action	Indicative TA Needs
<b>II. Reduce Trade Costs</b>				
<b>A. Raise capacity of customs administration in Southern Sudan to national standards</b>				
<ul style="list-style-type: none"> <li>Recruit, train, and equip customs staff in Southern Sudan</li> <li>Integrate customs operations at southern borders into nation-wide administration</li> </ul>	High	Customs General Administration, Ministry of Finance and National Economy, GoSS	5 years	Equipment, study programs
<b>B. Improve trade logistics services</b>				
<ul style="list-style-type: none"> <li>Permit private investment in and management of inland container depots</li> </ul>			1 year	
<ul style="list-style-type: none"> <li>Permit corporate entities to provide customs clearance services</li> <li>Provide technical assistance for freight forwarders from the International Federation of Freight Forwarders Associations (FIATA)</li> </ul>	High	Customs General Administration, GNU and GoSS Ministries of Finance, Transport Chamber, MCI GoSS	2–3 years 1-2 years	Study program, papers on best practice
<ul style="list-style-type: none"> <li>Conduct comprehensive review of regulatory framework governing entry and operation of trade logistical services providers</li> </ul>			1 year	Consultants
<b>C. Reduce bottlenecks at Port Sudan</b>				
<ul style="list-style-type: none"> <li>Conduct WCO time release study to clarify contributors to bottlenecks</li> </ul>		Customs General Administration	1 year	Expertise from WCO and other agencies
<ul style="list-style-type: none"> <li>Introduce electronic single window for all border clearance operations (see below)</li> </ul>	Medium	Custom General Administration/ Port Authority	1 year	
<ul style="list-style-type: none"> <li>Accelerate concession of port management</li> </ul>		Ministry of Transport SPC	1-2 years	

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<ul style="list-style-type: none"> <li>Raise storage fees to discourage use of port facilities as a warehouse.</li> <li>Introduce one-stop shop for all border clearance operations</li> </ul>	High		1 year	
<b>D. Build/improve SPS capacity</b>				
<ul style="list-style-type: none"> <li>Develop nation-wide standards action plan with the objective of reducing regulatory overlap and increasing investment in key trade-related functionalities and enhancement of rules supporting implementation</li> </ul>	High	SSMO, GNU and Goss, Goss Grades and Standards, Ministries of Agriculture, Livestock, Fisheries, Forestry and Industry and Trade	1 year	Consultants
<ul style="list-style-type: none"> <li>Launch campaign to raise awareness of quality assurance, food safety and regulatory compliance among producers, especially those in Southern Sudan</li> </ul>	Medium	SSMO, GNU and Goss, Goss Grades and Standards, Ministries of Agriculture, Livestock, Fisheries, Forestry and Industry and Trade.	2-3 years	Papers on best practice
<ul style="list-style-type: none"> <li>Provide extension services to producers to introduce Good Management Practices (especially along value chains for livestock/meat, horticulture, and processed foods).</li> </ul>	High		3 years	Trainer training
<ul style="list-style-type: none"> <li>Strengthening institutions responsible for SPS activities</li> </ul>			2-3 years	
<b>E. Streamline national customs procedures and harmonize them with WTO rules</b>				
<ul style="list-style-type: none"> <li>Revise customs laws to comply with WTO rules on valuation, appeals, etc.</li> </ul>			1 year	
<ul style="list-style-type: none"> <li>Undertake institutional changes to introduce risk-based selection: develop risk profiles, introduce post-clearance activities, etc)</li> </ul>	Medium	Customs General Administration	2 years	

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<b>III. Rationalize Incentive Regime</b>				
<b>A. Simplify and harmonize taxes, fees, and charges</b>				
<ul style="list-style-type: none"> <li>Introduce single window for all border clearance operations. The organizing body to be identified with mandate to issue directives.</li> </ul>	High	Customs General Administration, SSMO, and other agencies operating at the border GoSS Ministries of Finance, Commerce and Industries.	1-2 years	Training and study program, consultants and equipments
<ul style="list-style-type: none"> <li>Eliminate taxes on imports other than ordinary customs duties (i.e., “other duties and charges”).</li> </ul>	High	Ministry of Finance and National Economy and GoSS Ministry of Commerce and Industries	1 year	More technical assistance to include equipments
<ul style="list-style-type: none"> <li>Undertake state-level review with the objective of rationalizing sub-national taxes and fees levied on interstate trade, in light of the state and lower level legal framework</li> </ul>	High	GNU, GoSS, and 25 States’ Ministries of Finance	2 years	Consultants, paper on international best practice and equipment
<ul style="list-style-type: none"> <li>Harmonize taxes on crops and livestock.</li> </ul>	Medium		1 year	
<b>B. Eliminate measures that restrict exports</b>				
<ul style="list-style-type: none"> <li>Harmonize export tax on raw hides and skins to allow for policy space to encourage the local manufacturing of leather and leather products.</li> </ul>	High	Ministry of Finance and National Economy, Ministry of Foreign Trade	1 year	
<ul style="list-style-type: none"> <li>Reduce scope for discretion in sorghum export licensing and allow for flexibility to deal with food shortages.</li> </ul>				
<b>C. Introduce more uniformity and predictability into trade policies</b>				
<ul style="list-style-type: none"> <li>Adopt single, nation-wide tariff schedule for all imports</li> </ul>	Medium	GNU and GoSS ministries of finance and investment, Foreign Trade, Commerce and Industries	1 year	Training in tariff analysis
<ul style="list-style-type: none"> <li>Conduct a study on viability of free zones and Exports Processing Zones.</li> </ul>			1 year	Papers on best practice

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<b>IV. Strengthen Trade Promotion and Policy-making Institutions</b>				
<b>A. Build capacity for GoSS to contribute to national trade policy-makings</b>				
<ul style="list-style-type: none"> <li>Establish channels of international technical input on priority policy issues, through a combination of resident trade advisors in MCI and other trade-related agencies as well as non-resident assistance.</li> </ul>	High	GONU (MoFT, MARF, MoA)-GOSS (MCI,MARF,MAF)		Resident trade advisers and consultants
<ul style="list-style-type: none"> <li>Develop foreign trade and investment promotion strategy for Southern Sudan to enabling GoSS to contribute on national policy.</li> </ul>	High	MoF,MoAF, GOSS (MCI,MARF,MAF,MFEPD)		Study programs, papers on best practice,
<ul style="list-style-type: none"> <li>Establish training programs on export competitiveness, trade policies, and trade agreements for GoSS and private sector bodies.</li> </ul>	Medium	MoFT,MCI, Chamber of Commerce	2–3 years	Marketing and evaluation system
<ul style="list-style-type: none"> <li>Invest in IT for trade-related information systems, data management, analysis and dissemination.</li> </ul>	Medium			Equipment and training
<ul style="list-style-type: none"> <li>Establish systematic regular cooperation between MoFT and MCI</li> </ul>	Medium	MoFT, MCI		Best practice note, expertise
<ul style="list-style-type: none"> <li>Build capacity for GoSS to contribute to national trade policy-making.</li> </ul>	High			
<b>B. Improve trade promotion services</b>				
<ul style="list-style-type: none"> <li>Establish Trade Points in Southern Sudan</li> <li>Establish trade information centre in Southern Sudan.</li> </ul>	Medium	GNU (MoFT) and GoSS (MCI), Chamber of commerce	3 years	Support from ITC and other International agencies

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<ul style="list-style-type: none"> <li>Identify technical requirements for access to alternative livestock, fisheries and meat export markets.</li> <li>Identification of Poor's tradable goods, mainly in the rural areas.</li> </ul>	Medium	SSMO and Grades and Standards, GNU and GoSS Trade and livestock ministries (GoSS MCI and MARF)		Consultants for market research and market survey
<ul style="list-style-type: none"> <li>Establishment of share-holding company owned by the poor themselves at the local and state levels for exports to eliminate intermediaries profit and minimize other related costs. Alternatively, for other cases, establishment of effective social safety nets.</li> </ul>	Medium	MoA, MoFisheries, MoAnimal Resources of GNU		Consultants, training
<ul style="list-style-type: none"> <li>Formulation of good governance practices and anti-corruption laws, acts and other legislative requirements to protect the poor's incomes.</li> </ul>	High	MCI, MAF and MARF of GOSS		Studies, training, benchmarking tools, best practice notes
<ul style="list-style-type: none"> <li>Data dissemination about export market prices.</li> <li>Information on related preferential markets.</li> </ul>	High	MoFT, MoF, private sectors and MFEPD of GoSS		Training on negotiation
<ul style="list-style-type: none"> <li>Strengthen capacity of public and private trade development institutions</li> </ul>	Medium	MoFT, MoA and MARF of GONU and MCI, and MAF and MARF of GOSS		Consultants, Studies, Equipment
<ul style="list-style-type: none"> <li>Strengthen National Export Promotion Council</li> </ul>	High	GNU and GoSS trade ministries, of Agriculture, of Animal Resources and private sector,		Training & capacity building
<ul style="list-style-type: none"> <li>Develop national and sectoral export strategy to identify export potential products</li> </ul>	High	MARF, MAF		Training on negotiators

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<b>C. Help exporters maximize benefits from trade agreements</b>				
<ul style="list-style-type: none"> <li>To support EPA negotiations, conduct a study to identify means of meeting European regulatory requirements.</li> </ul>	High	MoFT, CWTOA, MoIC, Sectoral Ministries		Resident consultant, trade specialists
<ul style="list-style-type: none"> <li>Creating awareness about challenges benefits of membership in the WTO and the process of accession.</li> </ul>	High	GoNU, MoFT, CWTOA,, SSMO GoSS-MCI (Grades and Standards), NGOs and state governments		Experts, study tours best practice notes
<ul style="list-style-type: none"> <li>Establish program to train private sector organizations in meeting COMESA and other preferential agreements' rules of origin requirements.</li> </ul>	Medium	MoFT, MoI, private sector, societies, Commercial attachee, MCI, MME-GOSS		Papers on best practice, training
<ul style="list-style-type: none"> <li>Establish a PPP on MTS (multilateral trading system).</li> </ul>	High	MoFT, CWTOA	(none indicated)	Consultants, Study tools
<ul style="list-style-type: none"> <li>Commission marketing studies identifying export opportunities in preferential markets.</li> </ul>	Medium	MoFT, Ministry of industry, private sector, societies, Commercial attaches		
<ul style="list-style-type: none"> <li>Strengthen the export strategy capacity in Sudan</li> </ul>	High	MCI, MME-GOSS		
<ul style="list-style-type: none"> <li>Elaborate an in-depth national export strategy</li> </ul>	Medium	MoFT. MoA. MAR.MOI. CWTOA		Studies, consultants, and equipment
<ul style="list-style-type: none"> <li>Identify products and services with high potentials, contributing to diversification of exports .</li> </ul>	Medium	MoFT. MoA. MAR.MOI. CTWOA. Private Sector		
<ul style="list-style-type: none"> <li>Undertake sector export strategies</li> </ul>				
<b>D. Increase coordination in trade policy making</b>				
<ul style="list-style-type: none"> <li>Formulate trade policy for Sudan and strengthen trade policy in overall policy setting</li> </ul>	High	MoFT, MFNE,CWTOA	3 years	Best practice papers, consultants Equipments
<ul style="list-style-type: none"> <li>Institutionalize coordination between trade policy making and other relevant bodies through "Consultative Trade Policy Council"</li> </ul>	High	MoFT (chair), CA, CBOS, BOSS, CWTOA, MCI, MFNE, private sector institutions, port authority, MoAR, MoA,		



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<ul style="list-style-type: none"> <li>• Study to clarify responsibilities between relevant bodies.</li> <li>• Strengthen and institutionalize public-private cooperation.</li> <li>• Strengthen Export Credit and Guarantees Agency through capital and awareness raising.</li> </ul>	<p>Medium</p> <p>High</p> <p>Medium</p>	<p>MoFT (chair), CA, CBOS, BOSS, CWTOA, MCI, Cabinet Committee, MFNE, private sector institutions, port authority, MoAR, MoA, SSMO</p> <p>MARF, MAF, MFEPD AND MCT(chair) FOR GOSS</p> <p>MARF, MAF, NAIFE and MFEPD, MCT(chair) for GOSS</p>		
<p><b>E Improve awareness on trade policy issues</b></p> <ul style="list-style-type: none"> <li>• Broaden mandate of NDTPF on public awareness and coordination to all trade negotiations.</li> </ul>	<p>Medium</p>	<p>MoFT, CA, CWTOA, MFNE, MoI, MoA, SSMO, SBF, MARF, MAF, MFEPD AND MCT</p>	<p>3years</p>	<p>Equipment, training, consultants, best practice notes</p>
<p><b>F Strengthen National Export Promotion Council</b></p> <ul style="list-style-type: none"> <li>• Training staff</li> <li>• Link to best practice institutions</li> <li>• Link to private sector</li> </ul>	<p>High</p>	<p>MoFT (chair), MFNE, private sector, MFEPD, MCT and Chamber of Commerce-GOSS</p>	<p>3 years</p>	<p>Equipment, training, consultants, studies</p>
<p><b>G Strengthen trade policy making capacity</b></p> <ul style="list-style-type: none"> <li>• Modernize units for multilateral, regional (WTO, GAFTA, COMESA, COMSEC, GSP, GSTP) and bilateral negotiations</li> <li>• Training of staff (English, computer, trade economics, trade law)</li> <li>• Establish monitoring and evaluation capacity</li> <li>• Strengthen trade missions in key embassies</li> </ul>	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p>	<p>MoFT (chair), MFNE, private sector, MFEPD, MCT and Chamber of Commerce-GOSS</p>	<p>5 years</p>	<p>Training, equipments, expertise</p>

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<ul style="list-style-type: none"> <li>Strengthen trade policy department to implement and monitor new laws, including anti-dumping, competition, and trade regulation laws</li> </ul>	High			
<ul style="list-style-type: none"> <li>Strengthen and modernize MoFT state offices</li> </ul>	Medium			
<b><i>H Strengthen information, research and training in support of trade policy making</i></b>				
<ul style="list-style-type: none"> <li>Awareness raising and training in trade GoNU, GOSS states issues (Foreign Trade Institute to be created).</li> </ul>	High			
<ul style="list-style-type: none"> <li>Strengthen trade information system on federal and state level.</li> </ul>	Medium			Training, expertise, cooperation with ITC and other institutions, best practice papers
<ul style="list-style-type: none"> <li>Establish modeling capacity to evaluate costs and benefits of new trade agreements.</li> </ul>	High	CBOS, CBS, MoFT, MCI, MFNE, academic institutions, TIC, BOSS AND MFEP	5 years	
<ul style="list-style-type: none"> <li>Review and improve capacity to review trade policy regularly.</li> </ul>	High			
<ul style="list-style-type: none"> <li>Increase awareness raising, information and research capacity on trade and environment and trade and poverty.</li> </ul>	High			

CA: Customs Authority  
CBOS: Central Bank of Sudan  
CBS: Central Bureau of Statistics  
ITC: International Trade Centre  
MAR: Ministry of Animal Resources  
TIC: Trade Information Centre  
MoA: Ministry of Agriculture  
MoFT: Ministry of Foreign Trade  
MCI: Ministry of Commerce and Industries  
CA: Customs Authority  
CBOS: Central Bank of Sudan:  
CBS: Central Bureau of Statistics  
CWTOA: Commission for WTO Affairs

MFNE: Ministry of Finance and National Economy  
NDTPF: National Development and Trade Policy Forum  
SBF: Sudanese Businessman Federation  
SSMO: Sudanese Standards and Meteorological Organization  
MARF: Ministry of Animal Resources and Fisheries  
MME: Ministry of Mining and Energy  
MFEPD: Ministry of Finance economic Planning and Development  
BOSS: Bank of southern Sudan  
SGD: Standards and Grading Dept.  
MFNE: Ministry of Finance and National Economy  
NDTPF: National Development and Trade Policy Forum  
SBF: Sudanese Businessmen Federation  
NAIFE: National Agency for Insurance and Finance of Export