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Comité de Comercio y Desarrollo
Marco Integrado para la Asistencia
Técnica relacionada con el Comercio

NECESIDADES DE ASISTENCIA TÉCNICA RELACIONADA CON
EL COMERCIO: EVALUACIÓN Y RESPUESTAS INTEGRADAS
DEL BANCO MUNDIAL, EL CCI, EL FMI,
LA OMC, EL PNUD Y LA UNCTAD¹

UGANDA

*Una versión anterior del presente documento se distribuyó con la signatura WT/LDC/HL/12/Add.10.

¹La primera parte de este documento, que incluye la evaluación de las necesidades de asistencia técnica relacionadas con el comercio, preparada por Uganda, figura en el documento WT/LDC/HL/12/Add.10 y no se reproduce en el presente documento.

RESPUESTA INTEGRADA DEL BANCO MUNDIAL, EL CCI, EL FMI, LA OMC,
EL PNUD Y LA UNCTAD A LA EVALUACIÓN DE LAS
NECESIDADES DE UGANDA

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
En respuesta al punto A k): <u>Necesidades de asistencia técnica para el cumplimiento de los Acuerdos de la OMC</u>		
Creación y equipamiento, en el Ministerio de Comercio e Industria, de un Centro OMC que supervise y coordine las actividades de todos los ministerios, departamentos, instituciones u organismos que participan en asuntos relacionados con la OMC (es decir, una dependencia que centralice las cuestiones relacionadas con la OMC).	UNCTAD	Con arreglo al Programa Integrado CCI-UNCTAD-OMC para los Países Menos Adelantados y Otros Países de África (denominado en adelante "P.I."), en relación con su Resultado 1.1, la UNCTAD prestará asistencia para crear el Comité Interministerial sobre Asuntos de la OMC y organizar dos reuniones subregionales para la capacitación de los funcionarios correspondientes.*
	OMC	Como parte del P.I., en su Resultado 1.1, la OMC suministrará material informático y documentación sobre los Acuerdos de la OMC y sus actividades en curso al centro del Ministerio de Comercio a los fines de la aplicación de los Acuerdos de la OMC, incluyendo la coordinación entre los Ministerios (1998).
Apoyo a la Comisión de Reforma Legislativa para ampliar el alcance de los trabajos del proyecto de apoyo del Banco Mundial a fin de que incluya la elaboración de un proyecto de ley de aplicación de los Acuerdos de la Ronda Uruguay y se emprenda una revisión general de toda la legislación relacionada con el comercio.	Banco Mundial	Proyecto de Fomento de la Capacidad Institucional.
	OMC/ UNCTAD	Se prestará asistencia a Uganda para la elaboración o adaptación de su legislación encaminada a la aplicación de los Acuerdos de la OMC (1998-2000) (P.I., Resultado 2.2, UNCTAD*).
Dotar al Centro de un personal reducido pero motivado para su gestión.		

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Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>Punto A k) (Cont.)</p> <p>Equipamiento del Centro de la OMC y otros centros de consulta mediante ordenadores, material en CD-ROM para la recopilación y difusión de informaciones y acceso a Internet.</p>	UNCTAD	La UNCTAD está proporcionando el CD-ROM TRAINS (véase también lo referente al P.I., Resultado 1.3).
	OMC	La OMC suministrará un ordenador y una impresora al Centro de la OMC del Ministerio de Comercio para la aplicación de los Acuerdos de la OMC, incluida la coordinación entre los ministerios. También se le dará acceso a Internet y una dirección de correo electrónico para facilitar el rápido intercambio de informaciones sobre el sistema multilateral de comercio (1998) (véase lo referente al P.I.).
Suministro de materiales relacionados con la OMC a una biblioteca básica del Centro de la OMC.	OMC	La OMC suministrará documentación básica sobre los Acuerdos de la OMC y la labor de sus comités y grupos de trabajo (1998-2000). El Centro de la OMC se incluirá en la lista de la OMC de destinatarios de sus publicaciones periódicas (véase lo referente al P.I., Resultado 1.3).
Aceleración del programa de "Formación de Instructores" para desarrollar la capacidad local.	UNCTAD	Programa de "Formación de Instructores", con un seminario interregional para instructores de habla inglesa (véase también "Formación para el Comercio" en el Resultado 1.4 del P.I.).*
	PNUD	Dentro de su programa regional de fomento de la capacidad en materia de comercio y desarrollo, el PNUD se encargará de una parte de esta solicitud.
	OMC	Como parte del P.I., la OMC sufragará los gastos de dos participantes ugandeses en el curso de "Formación de Instructores" que se realizará en 1997/1998 para instructores de habla inglesa (P.I., Resultados 1.4 y 1.6).

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Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>Punto A k) (Cont.):</p> <p>Mejoramiento de la capacidad del Departamento de Aduanas e Impuestos Indirectos para mejorar la valoración en aduana y la administración aduanera; sección comercial del poder judicial y Oficina Nacional de Normas de Uganda (UNBS), PSF y UEPB.</p>	FMI	<p>Una misión del Fondo completó recientemente negociaciones referentes a un programa que podría recibir apoyo del SRAE y que podrá someterse a la Junta en noviembre. Forman parte fundamental de él cuestiones de política comercial (reducción de aranceles y eliminación de prohibiciones de la importación) y el mejoramiento de la administración aduanera.</p> <p>La asistencia puede incluir la racionalización del arancel de importaciones y su coordinación con el sistema nacional de impuestos indirectos para obtener una mejor recaudación de rentas (1998: compromiso asumido en principio).</p>
	PNUD	El PNUD, en el marco de su programa de desarrollo del sector privado, se propone fortalecer la capacidad de la Oficina Nacional de Normas de Uganda.
	Banco Mundial	Forma parte del Proyecto para la Competitividad del Sector Privado, actualmente en curso.
	OMC	Se prestará asistencia al Departamento de Aduanas e Impuestos Indirectos de Uganda en el período 1998/2000 para ajustar la legislación sobre valoración en aduana con el Acuerdo de la OMC (Véase el P.I.).

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>En respuesta al punto A l) :</p> <p><u>Necesidades de asistencia técnica respecto de determinados Acuerdos de la OMC</u></p>		
<p>1. Obligaciones en materia de notificación, particularmente en la agricultura y los textiles, y proceso de arancelización.</p>	OMC	<p>Se organizará una sesión sobre las obligaciones en materia de notificación junto con una actividad específica realizada a nivel nacional en el marco del Programa Integrado (véase la respuesta al punto A l) 3, <i>infra</i>, y lo relativo al P.I).</p>
<p>2. Acceso a los mercados: forma de obtener información pertinente y oportuna.</p>	UNCTAD	Véase el punto A k) (TRAINS).
	PNUD	El PNUD organizará un seminario sobre el uso de Internet para obtener información sobre los mercados.
	OMC	Véase la respuesta relativa al Centro de la OMC. Véase el punto A k).
	PNUD/CCI	El proyecto en curso prevé la creación de una Red de Información Comercial en la región del Mercado Común del África Meridional y Central (MECAFMO). Además, en el P.I. se contempla asistencia en materia de información comercial.*
<p>3. Programas de sensibilización o educación pública sobre cuestiones relativas a los Acuerdos de la Ronda Uruguay y la OMC.</p>	PNUD	<p>El PNUD patrocinará con la UNCTAD y la OMPI, un seminario regional en la región del MECAFMO para capacitar a funcionarios oficiales y representantes del sector privado y organizaciones no gubernamentales sobre política y legislación en el marco de la OMC.</p>
	OMC	<p>La OMC participará en seminarios nacionales especiales y cursos prácticos que se organizarán en 1998/1999 en el marco del P.I. (Véase lo referente al P.I.).</p> <p>En 1998 y 1999 se organizarán seminarios regionales especializados o cursos prácticos sobre las disposiciones de la OMC en países africanos de habla inglesa.</p>

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Punto A 1) (Cont.)	Banco Mundial/ OMC	Se organizará en noviembre de 1997 un seminario regional sobre las instituciones internacionales de comercio y el fundamento económico del comercio internacional, como parte de una iniciativa conjunta del Banco Mundial y la OMC.
4. AGCS: Servicios	UNCTAD	Se fomentará la capacidad para participar en las futuras negociaciones del AGCS mediante el programa CAPAS (véase lo referente al P.I., Resultado 1.5).
	OMC	Véase el punto A 1) 3.
5. Medidas antidumping, subvenciones, normas de origen, salvaguardias, etc. ⁺	OMC	Se prestará asistencia a Uganda (1998/1999), que comprenderá: a) Evaluación de las necesidades del país solicitante; b) formulación o reforma de la legislación nacional en los casos en que resulte necesaria. Véase también la respuesta al punto A 1) 3 y lo relativo al P.I.
6. Obstáculos técnicos al comercio y MSF: fortalecimiento del centro de información o conexión de las instituciones con la ISONET para mejorar el acceso a las normas o reglamentos técnicos de conformidad con el Acuerdo de la Ronda Uruguay, y a las normas de los principales importadores, como la Unión Europea, los Estados Unidos y el Japón; capacitación de personal en el uso de programas internacionales de normalización como las series ISO 9000 y 14000; financiación para apoyar la capacitación de personal y la formulación de normas o reglamentos técnicos nacionales. ⁺	CCI	Véase lo relativo al P.I.

⁺ Es necesario modificar la legislación vigente o dictar nuevas leyes sobre los puntos 5) a 9).

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>Punto A l) (Cont.)</p> <p>7. Valoración en aduana, inspección previa a la expedición, etc.: se requiere capacitación de funcionarios aduaneros para que se familiaricen con los nuevos procedimientos y requisitos, en particular mediante el ajuste del programa informático ASYCUDA para incorporar el Código de Valoración en Aduana de la OMC y el Sistema Armonizado, y formar una base de datos sobre precios, fletes y costo de los seguros. Esto podría realizarse mediante misiones de expertos, giras de estudio a países menos adelantados o países en desarrollo que han hecho progresos importantes en la aplicación de los Acuerdos sobre Inspección Previa a la Expedición y Valoración en Aduana.⁺</p>	FMI	El FMI proporcionará asistencia para revisar y actualizar la legislación y las reglamentaciones aduaneras a fin de obtener una mejor recaudación de rentas (1998: compromiso asumido en principio).
	UNCTAD	La UNCTAD prestará asistencia al Departamento de Aduanas para ajustar el programa informático ASYCUDA a los requisitos del Código de Valoración en Aduana (véase el P.I., Resultado 1.2).*
	OMC	Véase el punto A k) y lo relativo al P.I.
8. Acuerdo sobre los ADPIC: capacitación de personal y equipamiento del Registro para facilitar la revisión de las leyes de propiedad intelectual, marcas y derecho de autor. ⁺	OMC	Se prestará asistencia a Uganda conforme al Acuerdo de Cooperación entre la OMPI y la OMC; la OMPI prestará asistencia técnico-jurídica referente al Acuerdo sobre los ADPIC.
9. MIC ⁺	OMC	Véase la respuesta al punto A l) 3.
10. Desarrollo de la capacidad nacional de negociación comercial a fin de que Uganda pueda participar activamente en futuras negociaciones comerciales sobre el programa implícito y las "nuevas cuestiones".	UNCTAD	La UNCTAD suministrará formación a funcionarios nacionales de comercio para las futuras negociaciones comerciales (véase lo relativo al P.I., Resultado 1.5).*

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Punto A 1) (Cont.):	PNUD/ UNCTAD/ CCI <i>(Consortio Africano de Investigación Económica, AERC)</i>	Sobre la base de una síntesis de estudios sectoriales, el PNUD organizará y patrocinará en 1998 y 1999 seminarios subregionales y cursos prácticos intensivos para ayudar a funcionarios oficiales en la preparación de su posición negociadora en la próxima ronda de negociaciones de la OMC.
	Banco Mundial/ OMC	Véase el punto A 1) 3.
	OMC	Véase el punto A m) <i>infra</i> .

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>En respuesta al punto A m):</p> <p><u>Evaluación de la capacidad de análisis del comercio y de negociación comercial</u></p>		
<p>Es éste un aspecto extremadamente débil para el país, ya que la capacidad es casi inexistente. Hasta ahora han asistido al curso sobre política comercial de la OMC unos 10 funcionarios. Sólo dos de ellos permanecen en sus puestos, y los demás han sido perdidos debido a la intensa rotación del personal. No existe ningún programa general de capacitación de los funcionarios en técnicas de negociación. La Misión en Ginebra sólo cuenta con dos profesionales. Un problema conexo es el de conservar a los funcionarios capacitados en los ministerios.</p>	<p>PNUD (AERC)</p>	<p>Véase inmediatamente antes, el punto A 1) 10.</p> <p>Además, el PNUD sufragará los gastos de estudios sectoriales nacionales y subregionales (sobre la agricultura, los textiles y el vestido y los recursos nacionales) para mejorar la capacidad de análisis y formulación con que cuenta el Gobierno.</p>
	<p>UNCTAD</p>	<p>Véase el punto A 1) 10, <i>infra</i>.</p>
	<p>OMC</p>	<p>Se realizará en 1998/1999 un curso de tres semanas de duración sobre política comercial para países menos adelantados de habla inglesa (entre ellos Uganda). Este curso contendrá una formación general para mejorar la capacidad de negociación con vistas a la participación en negociaciones comerciales multilaterales (véase lo relativo al P.I.).</p>

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
En respuesta al punto B g): <u>Necesidades de asistencia técnica en lo que respecta a las limitaciones en materia de oferta</u>	Banco Mundial	El Servicio de Asesoría sobre Inversión Extranjera (FIAS) completará (a finales de 1997) un estudio sobre las leyes y reglamentos aplicables a la inversión extranjera. Se están discutiendo con el Gobierno los futuros trabajos sobre la reducción de los obstáculos administrativos a la inversión y sobre el fortalecimiento del organismo encargado de la promoción de la inversión.
Mejoramiento de la eficiencia del sector de los servicios; por ejemplo, servicios bancarios, de turismo, de seguros, de compensación y de expedición y consultoría.	CCI	El P.I. prevé un estudio sobre el turismo. En el programa interregional se prestará asistencia para promover el comercio de servicios.
	UNCTAD	Como parte del programa en curso, Uganda participó en el programa de capacitación del personal de supervisión de seguros.
	Banco Mundial	Se presta en el marco del Crédito para el Ajuste del Sector Financiero y como parte del Proyecto de Gestión de Áreas Protegidas.
Microfinanciación para el sector de las pequeñas y medianas empresas (PYME).	PNUD	El PNUD se propone atender esta solicitud en el marco de su programa de desarrollo del sector privado.
	Banco Mundial	Se encuentra en curso un estudio para formular la estrategia adecuada.
Desarrollo de recursos humanos, por ejemplo, fomento de la capacidad empresarial y de gestión y fortalecimiento de la capacidad para formular y aplicar políticas comerciales.	CCI	Los proyectos en curso comprenden el desarrollo de los recursos humanos en relación con el comercio. Véase asimismo lo relativo al P.I.*
	UNCTAD	Se organizará un programa nacional de formación para responsables de la política comercial y empresarios (véase P.I., Resultado 2.3).

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Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
Punto B g) (Cont.):	PNUD	En el programa regional, el PNUD financiará estudios nacionales y subregionales (sobre agricultura, textiles y vestido y recursos naturales) para mejorar la capacidad de análisis y formulación del Gobierno.
	Banco Mundial	La asistencia técnica se presta en el marco del Proyecto sobre la Competitividad del Sector Privado, que se encuentra en curso (véase <i>supra</i>), el Proyecto de Fomento de la Capacidad Institucional y SAC III.
Mejoramiento de las instituciones de apoyo al comercio para obtener información oportuna y pertinente.	CCI	En el marco del P.I. se contempla el fortalecimiento de las instituciones de apoyo al comercio.*
	UNCTAD	Se ha establecido el Centro Comercial en el Consejo para la Promoción de las Exportaciones de Uganda. Su desarrollo habrá de continuar.*
Programas de promoción de las exportaciones y diversificación de los productos básicos.	CCI	Véase lo relativo al P.I.* Los proyectos en curso comprenden asistencia en materia de investigación de mercados, y misiones comerciales para proyectos basados en productos agrícolas y del cuero. Ello comprende la participación de empresas en reuniones entre vendedores y compradores y la organización de cursos prácticos.* Además, el Proyecto de Café de Gastronomía apoyará actividades para la comercialización y exportación de café de gastronomía, así como para el desarrollo de técnicas destinadas a mejorar la calidad y las estrategias de comercialización.
Desarrollo de infraestructuras.	Banco Mundial	Está previsto en el actual Proyecto de Desarrollo de Energía Eléctrica, Agua y Transportes.
Mejoramiento de la eficiencia de la administración de aduanas.	UNCTAD	Está previsto en el proyecto ASYCUDA, actualmente en curso.
Fortalecimiento del sistema legal, en particular el régimen de aplicación de la Ley.	Banco Mundial	Véase el punto A k) <i>supra</i> .

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Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>Punto B g) (Cont.):</p> <p>Desarrollo de la capacidad tecnológica nacional.</p>		<p>Los organismos han manifestado disposición para cooperar con el Gobierno a fin de determinar necesidades concretas en términos operacionales y establecer criterios de prioridad. Harán falta nuevas consultas con el Gobierno para desarrollar proyectos y programas determinados y estudiar fuentes de financiación.</p>

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
En respuesta al punto B q): <u>Necesidades de asistencia técnica en materia de promoción del comercio y servicios de apoyo</u>	FMI	Véase el punto A k).
Desarrollo de recursos humanos en materia de investigación de mercados, desarrollo de productos, apoyo y promoción del comercio, etc., con la creación de instituciones de formación especializadas o el fomento de la capacidad de las instituciones existentes (por ejemplo, formación de personal técnico, introducción de cursos convenientes, etc.).	CCI	Véase el punto B g) y lo referente al P.I.* El fortalecimiento de las instituciones de capacitación en materia de comercio internacional está previsto como parte del actual Programa de Fomento de la Capacidad en materia de Comercio y Desarrollo.
	UNCTAD	Véanse el punto B g) y el P.I.*
	Banco Mundial	Véase el punto A k).
Establecimiento de oficinas comerciales y de promoción de las inversiones (por ejemplo, en países de Europa y Oriente Medio).		
Elaboración y aplicación de incentivos a la exportación compatibles con los Acuerdos de la Ronda Uruguay sobre las MIC y las subvenciones.	UNCTAD	La UNCTAD asesorará al Gobierno sobre los códigos de inversiones y las estrategias de promoción (véase el P.I., Resultado 2.4).* Se examinará la política de inversiones (1997-1998).
Planes adecuados de financiación de las exportaciones (por ejemplo, microfinanciación), en especial para las PYME.	CCI	En el programa sobre financiación del comercio se asesorará sobre la armonización de las garantías bancarias. Se analizará un componente nacional para estudiar la microfinanciación de las PYME.*

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Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
Punto B q) (Cont.):	PNUD	En su programa de desarrollo del sector privado, el PNUD apoyará actividades para ampliar la capacidad nacional de formación y desarrollo de empresas (incluyendo la negociación, la formación, la transferencia de tecnología, servicios de asesoramiento empresarial y de apoyo, etc.), y la microfinanciación de las PYME y el examen y revisión de la política y el marco legislativo que las rigen.
	Banco Mundial	Previsto en el Proyecto de Desarrollo de Empresas actualmente en curso.
Programas para el aprovechamiento de los mercados (regionales): investigación amplia para determinar mercados regionales actuales o potenciales para ciertos productos, incluyendo la investigación de nuevos mercados, la organización de encuentros entre vendedores y compradores en misiones comerciales, etc.	CCI	Véanse los puntos B g) y B q) y lo referente al P.I.*
Establecimiento de un Centro de Promoción del Comercio como centro de servicios para las comunicaciones más modernas y el acceso informatizado en línea a la información sobre los mercados de Uganda y del extranjero, en particular para determinar oportunidades derivadas de los Acuerdos de la Ronda Uruguay, y capacitación e información en materia de gestión de futuros y de riesgos; suministro de medios modernos en materia de muestras de productos, así como para conferencias locales e internas, y oficinas de representación, locales de reuniones y formación para empresas nacionales. (Nota: se encuentra actualmente en discusión una propuesta a este respecto.)	CCI	Se contempla el apoyo a instituciones relacionadas con el comercio (véase lo referente al P.I.).*

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Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
En respuesta al punto B v): <u>Necesidades de asistencia técnica en lo que respecta al acceso a los mercados</u>		
Difusión del conocimiento sobre las oportunidades actuales de acceso a los mercados y las preferencias, y organización de misiones comerciales especializadas a mercados regionales y del extranjero.	CCI	Véase el punto B g) y lo referente al P.I.* Estos temas también están contemplados en el actual proyecto del MECAFMO.
	UNCTAD	Véase el punto B g) (Centro Comercial).
Desarrollo de empresas: programas para mejorar la calidad, el diseño y el embalaje de los productos y desarrollar los conocimientos técnicos en materia de desarrollo de productos y mercados.	CCI	Véase el punto B g) y lo referente al P.I.*
	PNUD	El PNUD se propone atender esta solicitud a través de su programa de desarrollo del sector privado.
Fortalecimiento de la capacidad de la Oficina Nacional de Estadística para hacer cumplir normas de calidad de los productos de exportación a fin de que se ajusten a los requisitos en materia de obstáculos técnicos al comercio y medidas sanitarias y fitosanitarias.	CCI	Véase lo referente al P.I., Resultado 3.8.*
	PNUD	El PNUD se propone atender esta solicitud a través de su programa de desarrollo del sector privado.
Mejoramiento de la eficiencia de la administración de aduanas y del sistema de transportes para que los exportadores puedan cumplir plazos de entrega estrictos.	UNCTAD	Véase el punto B g), <i>supra</i> (ASYCUDA). El proyecto regional del MECAFMO y el Servicio de Información Anticipada sobre Cargas (SIAC), suministran asistencia en materia de sistemas de seguimiento de cargas.
(Nota: el principal problema es el carácter ineficiente y poco competitivo de la producción de bienes y servicios comercializables.)	CCI	Véase el punto B g) y lo referente al P.I.*

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Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>En respuesta al punto C b):</p> <p><u>Resumen de las necesidades de asistencia técnica ordenadas según la prioridad</u></p>	FMI	<p>1) El FMI prestará asistencia para la revisión y actualización de la legislación y las reglamentaciones aduaneras, y para la</p> <p>2) racionalización del arancel de importaciones y su coordinación con el sistema nacional de impuestos indirectos para obtener una mejor recaudación de rentas (1998: compromiso asumido en principio).</p> <p>Véase el punto A k).</p>
<p>1. Elaboración de uno o varios programas que atiendan necesidades de asistencia técnica en relación con los Acuerdos de la Ronda Uruguay indicadas en los puntos A k)i-vii, en especial fortaleciendo los recursos humanos y la capacidad institucional para atender asuntos relacionados con la OMC.</p>	UNCTAD	Véase el punto A k) y lo referente al P.I.*
	OMC	Véase el punto A k).
<p>2. Elaboración de un programa de asistencia técnica que atienda necesidades sobre aspectos determinados de los Acuerdos de la OMC, sobre todo respecto de las notificaciones, la sensibilización del público y educación respecto de los Acuerdos de la Ronda Uruguay de la OMC, el fortalecimiento de los centros de información, la valoración en aduana y, más especialmente, <u>el desarrollo de la capacidad nacional de negociación comercial que permita a Uganda participar activamente en futuras negociaciones comerciales sobre el programa implícito y las "nuevas cuestiones"</u>.</p>	UNCTAD	Véanse los puntos A k), A l) 10 y B g), y lo referente al P.I.*
	OMC	Véanse las respuestas a los puntos A k), A l) 1, A l) 3 y A l) 5.
<p>3. Planes de financiación del comercio adecuados, elaborados especialmente para la ayuda a los exportadores (financiación de las exportaciones).</p>	CCI	Véase el punto B q).

*Se solicita financiación.

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>Punto C b) (Cont.):</p> <p>4. Desarrollo de infraestructuras, especialmente el de tierras que cuentan con servicios, e introducción de zonas de elaboración para la exportación y ampliación de los servicios de almacenamiento refrigerado en el aeropuerto de Entebbe, en particular para atender las exportaciones de pescado y otros productos perecederos.</p>		
<p>5. Fomento de la capacidad institucional y de los recursos humanos de los organismos de apoyo a la exportación (por ejemplo, UEPB, UNBS, UTB, DFT, UIA, UCDA y CDO), a fin de que puedan prestar servicios de apoyo práctico de extrema necesidad (demostraciones de técnicas agropecuarias, ampliación y prestación de servicios de comercialización, etc.) y prestación de servicios de turismo.</p>	CCI/ UNCTAD/ OMC	Véase lo referente al P.I.
	UNCTAD	Véase el punto B g).
	Banco Mundial	Se presta en el marco del actual Proyecto sobre el Algodón.
<p>Suministro de conexiones a Internet.</p>	UNCTAD/ CCI	Véase el punto B g) (Centro Comercial).
	OMC	La OMC suministrará un ordenador al servicio de información en Uganda. Comprende una conexión a Internet. Se prestará a Uganda capacitación en materia de acceso a los recursos de Internet y su aprovechamiento, y materiales en CD-ROM (1998: véase lo referente al P.I.).
<p>Eliminación del jacinto de agua.</p>	Banco Mundial	Se presta como parte del Proyecto sobre el Lago Victoria.
<p>Reorientación de los programas de capacitación para preparar personal en aspectos prácticos, incluyendo cuestiones relacionadas con la OMC y gestión de los riesgos y complementada con cursos prácticos o seminarios de utilidad concreta y para participantes determinados.</p>	CCI/ UNCTAD/ OMC	Véase lo referente al P.I.

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>Punto C b) (Cont.):</p> <p>Prestación de apoyo a organizaciones oficiosas como la Iniciativa para los Transportes del África Oriental (EATI), patrocinada por la USAID y promovida por los sectores privado y público, que gestiona ante los gobiernos de África Oriental la solución de los embotellamientos del tráfico a fin de que se reduzcan los gastos generales de transporte, en especial para los países sin litoral.</p>	<p>Banco Mundial</p>	<p>Previsto en el Proyecto de Rehabilitación de los Transportes y la "Iniciativa Transfronteriza", ambos en curso de aplicación.</p>

Necesidades de asistencia técnica previstas en el cuestionario	Organización	Respuesta
<p>En respuesta al punto C d):</p> <p><u>Necesidades de asistencia técnica en materia de tecnología de la información, incluida la capacitación de recursos humanos</u></p>		
<p>La capacidad tecnológica de Uganda se encuentra todavía en sus etapas incipientes. Desde luego, un porcentaje muy reducido puede aprovechar efectivamente instrumentos de información y comunicaciones como el CD-ROM, el Internet, etc. Hace falta una importante capacitación y apoyo en el contexto del desarrollo del comercio.</p>	UNCTAD	Véase el punto B g) (Centro Comercial).
	PNUD	Véanse los puntos A.1 y B.g.
	OMC	Véase el punto C b).

WTO, UNCTAD AND ITC INTEGRATED PROGRAMME FROM AFRICA (IP)
UGANDA

I. CONTEXT

A joint "Integrated Technical Assistance Programme" was developed in 1996 by ITC, UNCTAD and WTO to help selected least-developed and other countries in Africa, become more effective participants in the new world trading system and to implement the Uruguay Round Agreements. The programme provides for information and training activities aimed at building local capacities for the understanding and management of multilateral trading system (MTS)-related issues. Uganda was among the eight selected African countries, covered by the Programme*, on a pilot basis. A programming exercise was undertaken in 1996, to allow the three international organizations to design a country specific technical assistance project.

In this framework, a needs identification mission was organised jointly by a WTO and ITC team in Kampala from 4 to 5 July 1996, to take stock of the situation with regard to the implementation of the Uruguay Round Agreements (URAs) and to envisage with officials from various ministerial departments the priorities of the country in terms of follow-up to the said Agreements. A second mission by ITC followed from 24 to 31 August 1996, to assess the identified needs and to establish further contacts with Ugandan enterprises, training institutions and other public administration officials, involved in the implementation of the URAs. The final aim of the field mission was to design a technical assistance Project to help Uganda in the implementation and follow-up of the URAs. This Project is part of the above-mentioned Integrated Programme. This proposal is the result of both investigation missions and meetings held with Ugandan authorities, institutions and enterprises. It contains details of activities to be implemented by ITC, UNCTAD and WTO, respectively.

II. DESCRIPTION OF THE SUBSECTOR

A. Economic Background

1. Recent economic situation

The Ugandan economy has been improving since 1993 (see table below). The economy started expanding rapidly in 1987, culminating in a record 10.6 per cent growth in 1994. In 1996, the rate of economic growth edged downwards to 6 per cent from 8.5 per cent in 1995. The performance of agriculture remains the main determinant of economic growth. The macroeconomic framework is favourable, with inflation at 7 per cent in 1996. Private consumption and gross fixed capital formation accounted for 84 per cent and 17 per cent of gross domestic product (GDP), respectively, in 1995. The performance of the Ugandan economy under the Economic Recovery Programme and its 1993 successor, the Rehabilitation and Development Plan, was impressive.

Selected Economic Indicators for Uganda

	1992	1993	1994	1995	1996
Real GDP growth (per cent)	8.4	5.3	10.6	8.5	6.0
Merchandise Exports (US\$ million)	169	254	577	555	500
Merchandise Imports (US\$ million)	622	672	1,086	1,180	1,250
Current account (US\$ million)	-142	-67	-164	-114	-200

*Benin, Burkina Faso, Côte d'Ivoire, Ghana, Kenya, Uganda, Tanzania, Tunisia.

2. Features of the Ugandan economy

Upon independence in 1962, Uganda's economic fortunes appeared solidly based in a favourable natural environment and relatively well-developed infrastructure. With a per capita income of some US\$200, Uganda currently ranks among the poorest countries in the world. This is attributable mainly to internal problems of the past and, thus, is amenable to political and economic reform. Capitalizing on reforms since 1987 and on massive foreign support for infrastructural rehabilitation, the Ugandan economy has expanded rapidly in recent years.

Agriculture currently absorbs 80 per cent of the country's labour force, contributes 50 per cent of GDP and 90 per cent of export earnings. Cultivation of food crops - bananas (*matoke*), cassava, sweet potatoes, millet and maize - is by far the most important domestic activity, while coffee dominates exports. Agricultural processing industries (coffee, beverages, textiles, leather) are the mainstay of Uganda's small manufacturing sector, whose share in GDP is less than 10 per cent.

3. Objectives and strategy of the economic recovery programme

In May 1987, the Government of Uganda launched an Economic Recovery Programme (ERP), centring on the following objectives and measures:

- (i) Export competitiveness - narrowing the gap between official and free market exchange rates, liberalizing foreign exchange surrender requirements, and replacing restrictive export licensing requirements by a certification scheme;
- (ii) Agricultural policy reform - restoring incentives for producers through the abolition of price controls and inefficient marketing monopolies;
- (iii) Foreign investment promotion - introducing investment incentives and guarantees under the Investment Code, returning expropriated properties;
- (iv) Budgetary reform - increasing revenue mobilization and enhancing expenditure control;
- (v) Reduction of inflation - preventing excessive monetary expansion, through increased budgetary discipline and devolution of the Bank of Uganda's commercial banking activities in the area of crop finance.

Reflecting these policy changes, the economy rebounded strongly in 1994, with real GDP growing by 10.6 per cent.

Building on progress under the ERP, the Government announced a successor programme - the Rehabilitation and Development Plan (RDP) - in 1993. Its objectives were to increase economic growth; bring down inflation to 5 per cent; further reduce macroeconomic imbalances and improve the external account position; and eliminate existing price distortions in product and financial markets. Implementation focused on development and diversification of the export base; mobilization of domestic savings by stimulating private savings and reducing government deficits; investment promotion; reduction of foreign debt; reform of the Government budget with a view to enhancing economic and social effectiveness; and more efficient use of labour and land in rural areas for agricultural production.

4. Exchange rate and external accounts

Uganda's fixed exchange-rate regime of the 1980s, in an inflationary environment, led to significant overvaluation of the official rate. As a first step towards exchange rate unification, the parallel market was legalized in July 1990 and handed over to authorized foreign exchange bureaux. In January 1992, an auction system was introduced for official foreign exchange and, finally, in November 1993, an interbank foreign exchange market was established to take over both the official and parallel markets within a unified floating exchange rate system.

Since the May 1987 devaluation of some 70 per cent, which set the exchange rate of U Shilling at 60 per US dollar, the shilling's external value fell to about U Sh 1,200 per dollar by December 1993, but in 1996 the exchange rate rebounded to U Sh 1,000 per dollar. The authorities attribute this rise in particular to improvement in the tea and cotton sectors; low inflation; with positive interest rates; investors' growing confidence in the Ugandan economy; repatriation of funds for the rehabilitation of returned Asian properties; and foreign aid flows channelled through Uganda towards Rwanda. While the recent surge in world coffee prices is likely to improve Uganda's external accounts at least temporarily, the Government is concerned that the accompanying upward pressure on the shilling may hinder export diversification. A Coffee Stabilization Tax was introduced in October 1994, in part to retard such appreciation.

5. Composition and direction of merchandise trade

Total merchandise exports declined by nearly 11 per cent, from US\$555.3 million in 1995 to \$500 million in 1996, in response to a fall in coffee earnings triggered by a drop in coffee prices and a plunge in cereals and beans exports. While little change was recorded in the exports of tobacco, exports of hides and skins, tea, cotton, fish and services rose. Principal exports in 1995 were coffee, gold, maize, fish and fish products, and were directed mainly to the European Union (Spain, France, Germany, Italy and Netherlands), which gave preferential access to Uganda's exports under the Lomé Convention. From 1992 onwards, merchandise imports grew steadily by 19 per cent to reach US\$1.25 billion in 1996 in response to strong demand for imported capital goods and the continuing benefits of trade liberalization. Most imports entered from Kenya, the European Union (United Kingdom and Germany), Japan and India. Imports comprised machinery and transport equipment, manufactures and mineral fuels.

6. Trade in services

Uganda has consistently been a net importer of services (non-factor services). While tourist receipts have grown in recent years, outflows expanded more rapidly due to increased payments for technical assistance as well as for travel, educational, medical and other services.

7. Outlook

In line with the macroeconomic targets promulgated in the Recovery and Development Plan, the authorities forecast that real GDP will grow at the same rate in 1997 as in 1996 (6 per cent). Inflation is also expected to remain at 7 per cent during 1997/98. The growth target is based on normal weather conditions, a favourable harvest and the manufacturing sector's continued economic drive. While export earnings decline to an estimated US\$490 million during 1997/98, the strength of the U shilling may affect the development of alternative activities.

Strong continuing economic expansion depends essentially on the country's ability to promote agricultural production, encourage diversification within and outside the farm sector, gradually integrate its large informal sector and ease the current account constraint.

8. Trade policy features and trends

(a) International obligations

Uganda is a Member of the World Trade Organization. Prior to that, Uganda became a Contracting Party to the General Agreement on Tariffs and Trade on 23 October 1962 under the provisions of Article XXVI:5(c) of the General Agreement.

Uganda's trade policies were reviewed by the WTO's Trade Policy Review Body (TPRB) from 27 to 28 July 1995. Members of the TPRB were of the opinion that trade liberalization, underpinned by better macroeconomic management had helped to restore a sound basis for investment, employment and growth. Uganda was encouraged to persevere in its efforts to rationalize the tax and tariff system, abolish remaining trade restrictions, simplify administrative procedures and improve the infrastructure. Members also recognized Uganda's request for technical assistance in identifying areas concerned and preparing changes.

Uganda is a signatory to the Lomé Convention, the Organization of African Unity (OAU), the African Economic Community (AEC), Kagera Basin Organization (KBO), and the Common Market for Eastern and Southern Africa (COMESA).

(b) Uruguay Round commitments

Uganda has submitted its schedules of concessions on goods (Schedule CXXVI) and commitments in services. In the area of goods, Uganda bound all agricultural products at a ceiling level of 80 per cent, with exceptions on 16 HS chapters bound between 40 per cent and 70 per cent. Other duties and charges were pegged at 10 per cent, 12 per cent and 30 per cent depending on the product. Industrial products covered 15 HS chapters, bound between 40 per cent and 80 per cent, and other duties and charges fixed between 0 per cent and 30 per cent. Uganda's schedule of bound services covered only one sector - tourism and travel-related services.

Legislative alignment is being considered by the Uganda Law Reform Commission, which benefits from World Bank support for the refurbishing of Uganda laws and regulations in the framework of the liberalization process.

Uganda has requested the benefit of the transitional period for the implementation of WTO valuation method, under the agreed provisions on Customs Valuation. The Uganda Revenue Authority (Customs and Excise) intends to start implementation of WTO valuation in the beginning of 1998. It needs technical assistance in this respect. On the other hand, the country no longer uses import licensing schemes, it applies the COMESA anti-dumping legislation, while its preshipment agreement with SGS covers quality, price and quantity aspects.

9. The Ugandan export base

After a long period of civil unrest during the 1980s, that brought the Uganda economy to a virtual collapse, a national policy document was adopted. "The Way Forward" was designed to create "an independent, integrated, self sustaining economy". Economic development is considered to be the base for peace and stability. Uganda's economic development policy reserves leading roles for the private sector and exports, that are expected to become the engines of growth.

As indicated, key elements of the reform strategy implemented by the Uganda Government, include:

- Export promotion;
- reform of agriculture, especially the deregulation of cash crop marketing;
- foreign investment promotion.

Ugandan manufacturing firms are just restarting in business. They inherited a totally devastated infrastructure and economic environment. These industries still need some protection as infant industries, but also have to perform against a background of liberalization and increased competitiveness, especially in the subregion where the East African Cooperation (EAC) was revived two years ago. The right mix of liberalization and protection has to be reached, but the "Private sector development strategy" being designed, with UNDP assistance, has not yet defined this alchemy. Local production, particularly newly privatized industries, is believed to need a stimulus, especially through tax reductions on imported inputs and raw materials.

The Ugandan economy is still very much dependent on agriculture, which accounts for about two thirds of GDP. Coffee and tea contribute 35 per cent to foreign exchange earnings. Other traditional and non-traditional export crops include cotton, tobacco, oilseeds and flowers, while cereals, beans, fruits, groundnuts, fish and cattle are other main agricultural products. In terms of employment, agriculture and related industrial processing activities ensure 80 per cent of the total number of jobs. Furthermore, Uganda has significant possibilities for expansion and growth. However, it lacks investment and know-how to increase productivity and the adaptation of its economic activities to market requirements.

Main Export Products of Uganda
(1990-1994, US\$'000)

Products	1990	1991	1992	1993	1994
<u>Traditional export crops</u>					
Coffee	140,384	120,794	95,372	106,741	342,669
Cotton	5,795	11,731	8,218	2,287	3,262
Tea	3,566	7,816	7,721	11,141	11,802
Tobacco	2,941	4,533	4,204	7,011	6,607
<u>Non-traditional export crops</u>					
Sesame seeds	5,234	10,517	6,478	2,511	1,476
Gold	1,386	9,648	49	904	224
Fish	4,150	4,183	6,498	8,973	10,871
Beans and other legumes	1,369	4,274	2,782	12,466	12,267
Maize	4,072	4,188	3,894	19,877	28,537
Cattle hides and skins	504	3,363	3,375	5,429	11,185
Soya beans	176	468	210	836	726
Soap		197	162	1,301	1,739
Pepper		176	1,124	357	434
Vanilla		519	281	391	674
Banana		121	4,555	208	341
Groundnuts		266		1,124	615
Cocoa beans				714	44
Pineapples				570	224
Other fruits				528	546
Roses				208	

Products	1990	1991	1992	1993	1994
<u>Traditional exports</u>	152,686	141,185	115,515	127,180	364,339
<u>Non-traditional exports</u>	24,972	43,578	32,342	66,763	90,307
per cent of total	16.4	30.9	28.0	52.5	24.8
<u>All products</u>	177,658	184,763	147,857	193,943	454,646

Non-traditional exports have shown a significant increase, especially in those from the agricultural sector. Among traditional crops, however, coffee and cotton have experienced a slow growth in quantitative terms, due to insufficient diversification and constraints on production. The same trend was noted in the industrial sector where much of the machinery has become obsolete. Some local manufacturing activities of vehicle parts, plastic and electrical products have experienced relatively rapid growth, with new up-to-date technologies made available by recent investments.

B. The Institutional Framework

1. Focal point for the implementation of the MTS

The focal point for the implementation of WTO Agreements is the Directorate of Foreign Trade, Ministry of Trade and Industry. It is appropriately staffed, but is to be technically strengthened. No formal coordination facility had yet been created, at the time of the needs assessment missions, but the Ministry of Trade and Industry does intend formally to set this up. This unit would be linked with an Inter-institutional Committee, to improve the management of Uganda's membership in WTO. In the meantime, resource persons have been designated, at the Directorate of Foreign Trade, Ministry of Industry and Trade, to handle all WTO-related matters and to act as the focal point for the follow-up of the URAs.

2. Trade promotion and private sector institutions

The following are the principal parastatal institutions and local non-governmental organizations (NGOs) assisting private sector and foreign trade enterprises:

- The Uganda Export Promotion Board (UEPB) is in the process of being restructured. Although new statutes have been adopted, the transition period is not expected to end soon, due to the lack of resources and priority attention from the Government and the international donor community. Foreign technical assistance has favoured specific subsectors, such as the Agri-Business Development Centre, supported by USAID, or the Uganda Silk Association, that benefits from European Union assistance.
- The Uganda National Chamber of Commerce and Industry (UNCCI) was reported in mid-1996 to be virtually inactive, pending general elections for membership of its managing bodies.
- The Private Sector Foundation (PSF), which groups the Uganda Manufacturers' Association (UMA) and 12 other major business organizations representing about 85 per cent of the formal sector in the country, is a key institution in enterprise development in Uganda. The UNDP-supported private sector development programme (PSDP) is joining hands to finalize a private sector development strategy. PSF is sponsored by the World Bank. The private sector competitiveness project comprises four components among which are a business environment component, a business Uganda development scheme (BUDS), and an equity financing and investment promotion and facilitation

component. PSF intends to set up a library and a "database" with access to Internet and to engage in human resources development, focusing on trainers.

- Uganda Women Entrepreneurs Association Ltd. (UWEAL) is basically composed of business women who are active in local production and services. Some are involved in foreign trade business, but lack the competitiveness to achieve better export perspectives.

III. PROJECT JUSTIFICATION

A. Problems and Constraints of the Foreign Trade Sector

As in many other developing countries, export diversification is the most important constraint on export development in Uganda, while export growth is the key to employment creation and further economic and social development. The export base remains limited even though Uganda has great export potential and probably certain comparative advantages for selected non-traditional products, such as prime quality silk and coffee. Technical assistance projects are expected to address the issue of export diversification, by identifying these products and helping to achieve favourable results in the short to medium term.

Readily available and up-to-date marketing information is almost inaccessible to enterprises in Uganda. There is no adequate trade information system to provide updated information to exporters and decision makers in the administration. Foreign trade enterprises list access to market information among their most urgent needs, particularly on trading opportunities and on export outlets. UEPB operates a trade information facility using COMESA TINET, that benefited from ITC technical assistance in the past. With financing from the Austrian Bureau for Regional Cooperation, the Uganda Manufacturers' Association (UMA) recently obtained a connection to the Technological Information Promotion Systems (TIPS) operated from Rome. The PSF, which includes UMA among its prominent members, intends to set up a trade information facility. The Ministry of Trade and Industry has also established a small library called the Trade and Industry Information Centre, built up with UNIDO assistance and containing some ITC publications. The Centre does not seem to be very active, but could be reinforced if a Reference Centre were to be established there.

Quality management is becoming an issue for enterprises engaged in export production, as well as those engaged in importing from neighbouring and distant countries. This is emphasized by the privatization and liberalization of most sectors of the Ugandan economy. The Uganda National Bureau of Standards (UBS) still seems to lack the required technical capacities.

The fragility of the financial sector is an impediment to heavy investment for export. There are in fact no adequate facilities for export credit and financing, which widens the competitiveness gap with competing nations. World Bank assistance programmes are targeting this aspect.

The human resources are available, but do not have sufficient skills to meet the dynamic nature of the multilateral trading system. Institutional capacity is low and there is little knowledge of the URAs. This applies to public sector officials and even more so to private sector executives, at both institutional and enterprise levels, especially as businesses are run more on a "traditional basis" than managed with professional skills.

Although Uganda is known to have the lowest tariffs in the subregion, smuggling of goods from various origins seems to be a big problem. In fact the high cost of inputs reduces competitiveness of local industries. Many agricultural and industrial products could become more competitive if costs were better assessed and prices fixed according to adequate market strategies.

B. Needs for Technical Assistance

The following needs have been expressed by various institutions met during the needs assessment and programme design missions.

1. Understanding the rules of the multilateral trading system

Understanding the implications of the Uruguay Round on Uganda's economy is considered to be a priority for many public sector officials and private sector executives. Activities aiming at enhancing the understanding of the Agreements should target policy makers, such as the members of the Presidential Economic Committee or the Think-tank Foundation, private sector executives, parliamentarians, media professionals and journalists who should be the relay of appropriate information to the general public.

2. Institutional support

In the view of Ugandan officials, the country could benefit from the experience of other developing countries, notably for the adjustment of laws and regulations to the standards of the URAs. A review of the trade and business legislation is envisaged by the Uganda Law Reform Commission and the Ministry of Justice. These two bodies need to be assisted in drafting legislation that complies with the Agreements.

The Customs Department also needs technical support in adjusting the ASYCUDA software to incorporate WTO customs valuation methods, and to build up a database on freight and insurance charges for the better valuation of imported goods.

3. Capacity building

(a) Government

The Ministry of Trade and Industry should be assisted in setting up and organizing the Inter-institutional Committee, including the design of its rules and procedures of operation, the elaboration of a short- and medium-term work plan, the establishment of working groups and task forces and the adoption of their terms of reference. The Inter-institutional Committee would enhance interlinkage and sharing of information between private sector and public administration, initiated in the framework of the Presidential Economic Committee.

Ugandan negotiators at international trade fora need to be better acquainted with negotiating techniques and to know more about the issues and challenges of these negotiations.

(b) Private sector institutions

Private sector representatives need to be better accustomed to the same negotiating techniques and to the challenges these international negotiations present.

The Private Sector Foundation is seeking to establish a capacity to deliver business advice to its members and to direct the interest of investors to new high quality products. The Uganda Coffee Trade Federation also needs to be established as a functional entity to be able to provide its services to all the economic players in the coffee trade and industry, ranging from production at grassroots level to export development. Institutional infrastructure needs to be improved in this respect, in coordination with the Uganda Coffee Board.

(c) Enterprises

Seminars are required to make individual firms aware of laws and regulations governing international business practices and to enable business and industrial communities to know their rights under the Agreements. Enterprises need to be sensitized on the impact of MTS in their respective areas of interest. The benefits under current trade arrangements should be demonstrated. Enterprises also need to identify competitors and business opportunities.

(d) Training institutions

Adequate training material in international trade and business management should be provided to training institutions, such as training packs and case studies. Some of the institutions met by the mission were also found to need training equipment, such as electronic equipment, video systems, etc.

4. Enabling environment

In relation to the improvement of the business environment, the following activities were recommended as being conducive to a better business climate and more efficient export activities:

- Conceiving and implementing export incentives, compatible with WTO Agreements on TRIMs and subsidies.
- Help in designing adequate export financing schemes and mechanisms, notably in favour of micro and small enterprises. Access by SMEs and larger firms to local and offshore financing is also to be improved.
- Formulating an appropriate investment policy to encourage investment in agriculture. There is a need to support local industries, recently divested by the Government, through tariffs, tax remittances and investment incentives.

Government policies and technical assistance programmes and activities are expected to give due attention to gender issues in private sector policies and export promotion programmes. UWEAL specifically requests assistance in setting up a dynamic secretariat to provide advisory services to Ugandan business women. This Association intends to operate a programme of intensified contacts among business women in the subregion, as well as with rural women involved in exportable production. It has also requested special assistance from ITC.

5. Product and market development

With liberalization and divestiture, the role of Government is basically turned toward policy formulation and economic arbitration. In the field of export there is an urgent need to help to formulate general private sector development policies in relation to the private sector development programme, and also sectoral policies covering specific branches of the economy and particular product groups and services, such as tourism. Marketing strategies are also needed for targeting new markets for specified products, such as in the Middle East, where Uganda could have a proximity advantage.

Among the actions that would contribute to the diversification of the Uganda export base and export outlets, the following activities would be welcome:

- Actions to sensitize farmers to the need for product diversification at farm-root level, through adequate information on alternative market outlets and experiences of other countries. In addition to direct sensitization activities, there is a need to reinforce the extension services in this particular field, to build up a local capacity of providing farmers and smallholders with advisory services in product diversification.

- Actions to develop local and regional markets for second grade production (industrial and agri-business sectors).
- Prospection of new markets and staging of buyers-sellers meetings, as well as trade missions to neighbouring countries and other niche markets.

Uganda being a land-locked country, development perspectives exist for forwarding and transit services. Some potential exists for the development of consultancy and advisory services, especially in the field of enterprise management. Training institutions require assistance in boosting this potential.

Market diversification efforts should be coordinated with actions to foster the newly established EAC and with COMESA and the Cross-Border Initiative (CBI).

6. Trade and market information

Market information is a major need in Uganda, where no efficient trade information system is operating to provide ready-to-use data on international demand for Ugandan goods and services; on the quality requirements of these markets; on prices and other data that would facilitate market penetration, as well as on schedules of concessions under URAs. The COMESA TINET is operated at the Chamber of Commerce, with a rather limited efficiency, since almost no inputs have been added to the database by local operators, limiting their sharing with other TINET outlets.

Among the specific needs, the following should be stressed:

- Information on schedules of concessions under URAs.
- Efficient information networking. Assistance to organizations that wish/want to network with other relevant institutions (equipment, training abroad, access to information, etc.).
- Improved access to information facilities, particularly on trading opportunities to identify opportunities arising from URAs.
- Quick flow of information needed for dissemination to relevant users, particularly in respect of commodities such as coffee and cotton.
- Training and information in futures trading and risk management, also in the coffee and cotton sectors.
- Upgrading of the information infrastructure at the Uganda Export Promotion Board, the Chamber of Commerce, the Private Sector Foundation, the Ministry of Trade and Industry, the Uganda National Bureau of Standards, the Uganda Women Entrepreneurs Association, and of other business organizations.

7. Quality management issues

Most institutions and persons interviewed felt that international competition was expected to shift more towards quality issues in the near future, and requested assistance to improve local capacity in this respect:

- In the agricultural sector, where the Government has divested and liberalized trading, there is a need to reintroduce export grading in order to tap comparative advantages available to Uganda, namely, in the coffee and cotton industries, and to better motivate smallholders for the management of quality.

- Quality certification is not done adequately. Information on the provisions of Agreements could be passed to enterprises through their umbrella organizations. Capacities in quality auditing and management need to be strengthened.
- SPS inspectors at entry points of imports need training to avoid rejection of goods at receiving ends and to prevent dangerous goods, such as radiated milk or infested meat, from entering Uganda. There is a need to take over from PSI companies the inspection of imported goods. Inspection services of the Ministry of Agriculture, Animal Industry and Fisheries are concerned, as well as the Uganda Bureau of Standards (UBS).
- Advantage should be drawn from other countries' Enquiry points and from the WTO system of management of technical barriers to trade, that facilitates discussion of quality standards and legislation in partner countries.
- Testing capacities and quality control at entry points should be developed.

Quality systems within export enterprises should also be developed and testing equipment and techniques should be made available to improve performance in international markets.

C. Export Development Potential

1. Traditional exports

Traditional exports are coffee, cotton, tea and tobacco. Marketing channels have been privatized for these crops. Private enterprises need assistance in their efforts to rehabilitate production and processing capacities, as well as in securing market and product diversification.

2. Non-traditional exports

Non-traditional exports include fish, oil seeds (such as sesame, groundnuts, and cashew nuts), pulses, maize and cereals, fresh and preserved fruits, fresh, dried and ground spices, essential oils, including ginger and cardamom oils, flowers, and silk cocoons and yarn.

Technical assistance should help to identify new markets and introduce better technological processes and processing methods that would improve productivity and help to ensure the compliance with market requirements and standards.

3. Services

As a land-locked country, potential exists for developing forwarding and transit services to improve handling of imported goods and to improve competition with import services from neighbouring countries. Transit facilitation is also a major issue, when the delivery time from Ugandan points of export to the ports of Mombasa, Dar Es Salaam is from three to seven days by lorry and more than ten days by railroad. As well as the ongoing work at Port Bell, that should reduce transit time, a full-fledged trade facilitation programme should cut these delays and reduce transit costs.

Air freight space is limited by the number of inbound flights. Chartering should be facilitated to increase transport capacity for high value exports. However, cold storage capacity should also be increased for perishable goods, that would justify cargo handling.

Good potential exists in Uganda for the development of consultancy and advisory services, especially in the field of enterprise management. Training institutions require assistance in boosting this potential.

D. Ongoing Technical Assistance

Uganda benefits from numerous technical assistance projects and programmes, supported by various donors. In the fields related to international trade, the following are particularly relevant:

- Private sector development project (PSDP), supported by UNDP, has carried out several studies that will contribute to the design of a national strategy and action plan for the development of the private sector in Uganda.
- Industrial and foreign trade policy analysis unit (IPAU), implemented by MTI, under World Bank financing. This project is expected to start soon.
- Improvement of import operations and techniques, implemented by ITC with Swiss financing. The counterpart agency is the Procurement and Logistics Management Association (PALMA).
- Export development project, implemented by ITC with UNDP financing. This project ended in mid-1996.
- Export development studies (EDS) and Investment in development of export agriculture (IDEA), supported by USAID. EDS ended in 1996, while IDEA began in 1995. The latter project provides assistance to producers, traders and exporters of non-traditional agricultural exports in designated commodities. The project is implemented by the Ministry of Trade and Industry.
- The Uganda Private Sector Competitiveness Project, under which the Private Sector Foundation (PSF) was created, is sponsored by the World Bank (US\$20.9 million, to be implemented between 1996 and 2001). It involves four components: Business environment, Business Uganda development scheme (BUDS), Equity financing and Investment promotion and facilitation component.
- Technology information promotion services (TIPS), implemented by UNDP with Austrian financing.

Many other sectoral projects are under way, among which are:

- Assistance to the Uganda Silk Association, that benefits from the EU with a Ecu 2 million project, for the development of silk production and marketing;
- cotton subsector development project (US\$24.58 million, financed by IDA), for the rationalization of cotton ginneries and preparation of business plans;
- assistance to the Uganda Coffee Trade Federation, supported by the Commonwealth Secretariat;
- cooperative finance and oilseeds project (financed from proceeds of PL 480);
- national leather and footwear project, supported by UNDP for US\$740,000.

In addition, bilateral donors implement projects assisting the private sector and micro businesses in business creation and management (Austria Cooperation), business training (ODA), as well as in business advisory services (DANIDA), or like the Swedish Government that assists the Northern Uganda Manufacturing Association (NUMA).

The present Project of technical assistance for the follow-up of the Uruguay Round Agreements will integrate its activities with the relevant ongoing activities of other international agencies and donors.

IV. OBJECTIVES AND OUTPUTS OF THE PROJECT

A. Project Broad Objectives

To facilitate Uganda's full integration in the multilateral trading system (MTS) based on the Uruguay Round Agreements.

B. Project Direct Objectives

1. Building a national capacity for understanding the changing multilateral trading system and its implications for Uganda's trade.
2. Conforming to, and seeking maximum advantage from, the multilateral trading system.
3. Enhancing Uganda's export readiness.

C. Project Outputs and Activities Related to the First Objective Building a National Capacity for Understanding the Changing Multilateral Trading System and its Implications for Uganda's Trade

The first purpose of this specific Project for Uganda is to help the country in building a national capacity for the understanding and the management of Uganda's membership of WTO. Capacity and institutional building should cover the following main points:

- Provision of information and publications;
 - dissemination seminars and technical workshops;
 - support for the institutional back-stopping of the coordinating facility and its inter-institutional body;
 - establishment of Reference Centres, Trade Points and related activities;
 - training of trainers in MTS matters.
1. Output 1.1 The Inter-Institutional Committee to follow-up the Uruguay Round Agreements strengthened

The Ministry of Trade and Industry intends to formally set up a coordination unit. This unit would be linked to an Inter-Institutional Committee and will monitor tasks to bring Uganda's laws and regulations in line with the Uruguay Round Agreements. The Committee will also improve the management of Uganda's participation in WTO. It will help enterprises in the identification of new export opportunities.

The Project will provide assistance to the Inter-Institutional Committee, which should become the official coordination facility and be endowed with a yearly work plan, as well as a mode of operation, including drafting procedures of pieces of legislation to be proposed. A consultation mechanism with the enterprise sector should also be provided for.

To help the Committee in some of these tasks, the WTO will provide the following activities:

- (a) Supply basic documentation on the WTO Agreements;

This documentation will serve as the reference framework for the Inter-Institutional Committee in carrying out its future work.

- (b) Supply the relevant documents of the various WTO committees and working groups;

This documentation will be directly related to the work of the Inter-Institutional Committee on WTO.

- (c) Include the Ministry of Trade and Industry in WTO's mailing list of periodical publications

- (d) Provide technical advice on any issue faced by the Inter-ministerial Committee on legal and institutional issues within the WTO's sphere of competence, as well as on its ongoing activities.

This task will be facilitated by the establishment at MTI of a Reference Centre, with possibilities of exchanging e-mail and accessing the WTO server in Geneva, to retrieve information. The publications will be regularly provided in the framework of the Reference Centre to be set up under Output 1.3 and contribute to the realization of Output 1.6 below.

To further strengthen the Inter-Ministerial Committee, UNCTAD will help to design its work plans and assist in operating its working groups and task forces. In this respect, it will:

- (e) Help to draft the terms of reference of the Inter-Ministerial Committee and design the appropriate strategies to take advantage of the transitional periods allowed by the Uruguay Round Agreements.
- (f) Foster and support participation in subregional meetings of members of the Inter-Ministerial Committee.

Two technical subregional meetings will be staged in the subregion by UNCTAD, which will be attended by representatives from the official focal points, in charge of the follow-up to the WTO Agreements, in the EAC countries. They will engage in exchanges of their respective experiences and respective agendas.

2. Output 1.2 Customs administration strengthened in customs matters related to the Uruguay Round Agreements

In the framework of this Project, WTO will carry out activities (a), (b) and (d) below. It will also be supported by UNCTAD for activities (c) and (e).

- (a) Provide relevant information regarding the work of the WTO Committees dealing with customs matters.

Of particular relevance to Uganda, will be the information on rules of origin, preshipment inspection and customs valuation.

- (b) Provide information to the Customs Department on the implementation of the Agreement.

The information concerns in particular the notifications and all the issues discussed in the context of the Agreement on Implementation of Article VII of GATT 1994.

- (c) Provide assistance to the Customs Department on all technical matters relating to customs tariffs.

This relates in particular to the schedules of concessions, the renegotiations under Article XXVIII, the exemptions and issues linked to the Understanding on the Interpretation of Article II:1(b) of GATT 1994.

- (d) Provide information relating to the work of the Committee on Regional Trade Agreements.
- (e) Provide assistance on any legal matters relating to regional integration or free-trade areas.

3. Output 1.3 Reference Centres on the multilateral trading system established

A Reference Centre will be a dedicated place, located in an existing documentation facility or trade information library, where all relevant documentation on the multilateral trading system will be readily available and accessible to professional users and to the general public. Professional users are civil servants, staff of business organizations, journalists, academicians and students, with specific tasks to work on the follow-up to the URAs, such as preparation of technical papers, drafting of legislation, writing of articles or lectures, etc. The particularity of a Reference Centre on the multilateral trading system, is that it not only provides written and electronic information to users, but it also connects them with knowledgeable resource persons, who can help them to understand or interpret the rules, or eventually solve issues and respond to questions concerning implementation. The resource persons will be attached to the Reference Centres, either on a permanent basis or on call, to help users find their way in the technical and legal documentation. They are to be selected from among the officials and trainers who would have benefited from training programmes by WTO, UNCTAD and ITC, in the framework of the Integrated Programme.

Depending on the target users, one or more Reference Centres will be established in each country covered by the Integrated Programme, to respond to various needs. They will all have the same core, that is the full text of the Uruguay Round Agreements and their annexes, but the Centres will differ in their constitution, in respect of the additional information specially needed by the type of users they are upon which they will be targeted. The need to establish more than one Centre is justified by the variety of additional information required by different users, as well as by the differences in nature of the technical and policy issues handled by officials, business people and academicians.

While the official Reference Centre will basically focus, as indicated earlier, on legal rules and give access to official WTO documents, such as the schedules of concession, the text of the Agreements, and other official papers released during negotiations, the Centre geared to the business community will specialize in the more practical aspects of MTS and deliver, in addition to official material, information pertaining to the implications for this community relating to business and product-specific data.

Enabling conditions will be required from host organizations for the establishment of the Reference Centres. These conditions will relate to the ease of access and openness to other cooperating institutions. Taking this into consideration, the Project will provide relevant documentation produced by WTO, UNCTAD and ITC, such as the Final Act, its annexes, notes and reports, documents of the negotiating committees, working groups and panels, CD-ROMs, etc. Documents of other relevant organizations will also be made available as necessary.

In Uganda, a first Reference Centre will be established at the Ministry of Trade and Industry, primarily for use by officials and administration representatives. Relevant documentation will be made readily accessible under this Project. Another Reference Centre for use by the business community will be situated at the Private Sector Foundation. A third Reference Centre will be established at the Makerere University, for use by training institutions, academicians and students. One resource person will be associated with each of these Reference Centres.

The three executing organizations of this Project will endeavour to provide the Reference Centres/contact points in Kampala, with an Internet facility, through which the Ugandan contact points could easily access world trade information and, at the same time, facilitate quick exchange of information with ITC, UNCTAD and WTO in Geneva. As part of the link-up, the Reference Centres' e-mail addresses would be established to facilitate a quick dissemination of trade information to a large cross-section of technical assistance beneficiaries (e.g. government agencies, and the business and academic communities).

Accordingly, WTO will purchase a computer configuration for the official Reference Centre in Uganda, at the Ministry of Trade and Industry, and pay for the necessary link-up to the Internet. WTO's participation will be confined to assisting the official focal point, such as with respect to documentation, Internet facilities, etc. The Reference Centre for the business community will be established by ITC, in the framework of the Ugandan Economic and Trade Information System, described below. The third Reference Centre at Makerere University will be established by UNCTAD, and both UNCTAD and ITC will secure the necessary connections and provide the needed documentation. The Reference Centre for the business community at PSF will also be hooked up to the ITC and UNCTAD databases, as needed, such as Trains, Juris, Qualidata, Packdata, MNS, MAST, etc. Specific training will be granted to the managers of the three Reference Centres.

(a) Establishment of a Reference Centre on MTS at the focal point for WTO matters

Under the leadership of WTO, the Reference Centre will be established at the Information Centre of the Ministry of Trade and Industry, and adequate capacity built up to manage it. The Ministry's library should be refurbished for this purpose.

(b) Establishment of a Reference Centre for use by the business community

Under the leadership of ITC, the second Reference Centre will focus on the impact of WTO Agreements on business. This unit would be set up at PSF. To grant equal access for all relevant institutions to this Reference Centre, an agreement should be prepared that will indicate the conditions under which information will be made available to users through all private sector and parastatal institutions.

(c) Reference Centre on MTS established at a training institution

The analysis of training institutions in Kampala has demonstrated that the best location of this Centre, under the leadership of UNCTAD, would be at Makerere University, where a university library already exists with adequate infrastructure and good access conditions to all the academic community in the country. The Library has access to Internet. In addition, most trainers met during the needs assessment mission suggested or agreed to locate such a facility on MTS at Makerere University. However, access to the Centre will need to be assured for professors and students from other training institutions on an equal basis (Uganda Management Institute, Management Training and Advisory Centre, National College of Business Studies, Faculty of Law and Faculty of Commerce, etc.).

(d) Training of the managers of the Reference Centres

A training course will be organized on documentation management to help the designated Reference Centres' managers in arranging and using the documents and multimedia material. The training module will be designed and implemented by ITC.

4. Output 1.4 National training capacity in MTS issues reinforced

(a) Training of trainers in general MTS matters: the Geneva course

An important part of the Project relates to the training of trainers. The main objective of the training programme is to enhance knowledge of the rules of the MTS and to help to strengthen national training capacities, geared to assist public and private sectors to manage such matters.

From each of the eight selected countries under the Integrated Programme, six candidates will be selected for participation in the training courses, representing public and private sector, as well as qualified persons from training institutes. ITC, UNCTAD and WTO will accommodate two trainees each. The courses will be conducted in Geneva, and started in the second semester of 1997 for English-speaking trainers, followed by a course for French-speaking trainers in early 1998.

Participants are required to have relevant background in international trade and the WTO multilateral trading system, a confirmed pedagogical background, relevant contacts and availability in their home countries to ensure dissemination of knowledge. The main tasks of trainers are to design training events, according to specific needs of target audiences, and subsequently to contribute to training courses and dissemination seminars in their home countries.

Participants will be required to carry out pre-seminar assignments, including preparing programmes and presentations on how the training will effectively be conducted in-country, discuss constraints in domestic policy-making and issues relating to the URAs of interest to that country. Common objectives will need to be established for delivery of the information in-country, and time will be reserved during the training course to prepare programmes for each of the countries upon their return. Following completion of the Project, the trainers will be able to organize training activities jointly and to divide tasks for training to be delivered in their home countries.

The seminars will be held over three weeks, with programmes of one week in each organization. A comprehensive programme will be prepared, including a module with pedagogical material, i.e. to teach the participants on how to train others. Documentation and training material are currently under preparation. Participants in the training course will assist in determining the premises for training (ministries, training institutes). Trainers will be required to organize several training events per year. Refresher training courses and a feed-back system (quality control) will be foreseen.

During the course of the Project, the trainers should be available, as resource persons, to make contributions to the workshops and activities sponsored by ITC, UNCTAD and WTO. They would also conduct their own training programmes such as those provided by the Uganda Management Institute, or the course on international trade at Makerere University (Faculty of Law, Faculty of Commerce). An appropriate framework for the future availability of these trainers will need to be agreed upon.

(b) Specialized trainers in selected issues important for Uganda

A number of specialized trainees will be selected from among public sector officials and private sector executives who will use the Agreements for their regular business and tasks. These professional trainers will receive specialized teaching, based on their existing proficiency in selected subsectors, relevant to the implementation of specific agreements in Uganda. Training will be provided in the

framework of subregional programmes, to be staged in the countries covered by the Integrated Programme in the East Africa Region. This formula, beside the economies of scale that could be achieved, should favour exchange of experiences among professionals of neighbouring countries, namely, in the framework of the EAC organization.

The specialized training will be staged, as needed, by the executing organizations, through their regular workshop programmes or in specific subregional training events, in sectors relevant to Ugandan interests and priorities, such as:

- WTO rules;
 - market access;
 - agriculture;
 - textiles;
 - services;
 - TBT, SPS, quality control and certification;
 - customs valuation and PSI;
 - intellectual property and trade marks.
- (c) Providing academic and training institutions with teaching material

Training material will be provided by WTO, ITC and UNCTAD, from existing publications and from training material, such as Trainfortrade, the Business Guide to the Uruguay Round, ITC Trade Secrets Guide, and related training material being developed by ITC, UNCTAD and WTO. Four complete packages (including trainers' manuals and exercise books, transparencies, etc.) will be delivered to:

- The Faculty of Law at Makerere University;
- The Faculty of Commerce at Makerere University;
- The Uganda Management Institute;
- The Management Training and Advisory Centre;
- The National College of Business Studies.

5. Output 1.5 Strengthened negotiating capacity to handle the built-in agenda in the various Uruguay Round Agreements

On the basis of a clear identification of issues and sectors of interest in the built-in agenda, the Project will help to prepare the country for participation in international negotiations, including:

- (a) Workshop for policy and decision makers

A high-level workshop will be targeted to members of the Presidential Economic Committee, members of the Think-Tank Foundation, parliamentarians and the chief executives of private sector

institutions. Only major issues of the MTS will be reviewed with some examples and cases relevant to the Ugandan economy.

(b) Setting negotiating objectives and preparing proposals

On the basis of the recommendations stemming from the above-mentioned Workshop, issues and sectors of interest to Uganda in the URAs will be identified, and the country representatives in international fora will be better prepared for a more effective participation in negotiations, related to structural reforms and to the multilateral trading system. Use will be made of the UNCTAD CAPAS programme in respect of preparations for negotiations on trade in services, as well as of other relevant material.

6. Output 1.6 Knowledge and understanding of Uruguay Round Agreements enhanced, by public sector officials, private sector institutions, foreign trade enterprises, and the general public

In addition to the high-level Workshop, described under Output 1.5, a second series of three-day general seminars for users of the MTS will be organized during the lifetime of the project. Other specialized workshops will be locally initiated by training or private sector institutions of Uganda, as deemed necessary. In addition to local resource persons, the inputs from ITC, UNCTAD and WTO will be limited to selected elements that are not available in the country. They would be determined on a case by case basis. If applicable, WTO would be able to send lecturers to attend the specialized workshops, bearing all expenses incurred by two professionals of the WTO staff. The local institutions initiating the events will bear the organization costs and probably arrange attendance on a fee basis.

(a) Organization of two general seminars

Two workshops will be targeted to business executives, private sector institutions, public officials and technocrats, media professionals and journalists. They will be more detailed and mainly cover matters of general and shared interest. Through their coverage of the workshop, media representatives will be better able to inform the general public about the implications and advantages of Uganda's participation in the multilateral trading system. In this framework, press briefings could be made.

(b) Technical and specialized workshops

Specialized workshops will be organized on the initiative of local specialized institutions (UBS, Uganda Revenue Authority, Customs administration, Uganda Law Reform Commission, Uganda Manufacturers' Association, Uganda Export Promotion Board, Uganda Chamber of Commerce, Industries and Agriculture, etc.). These technical workshops would be staged according to the interest of the targeted public. Their subjects could be selected from the following:

- Customs valuation, rules of origin;
- TBT, SPS and quality management, preshipment inspection and quality certification;
- agriculture;
- textiles;
- services;
- anti-dumping and safeguards;
- tariffs, market development, product and market diversification;

- intellectual property, trade marks and product development for export;
- regional integration.

In addition to the three executing organizations of this Project, other interested institutions could be called upon, as necessary (World Customs Organization, Common Fund for Commodities, UNIDO, WIPO, ISO, etc.). The national trainers trained under Output 1.4 are to be closely associated with these activities.

D. Project Outputs and Activities Related to the Second Objective Conforming to and Seeking Maximum Advantage from the Multilateral Trading System

For the attainment of this important objective, the Project would provide different types of technical inputs to be implemented by UNCTAD, in collaboration with ITC and WTO. These activities will help the Government of Uganda and the business community in defining concrete policy measures and strategies that are necessary to draw maximum advantage from the new business opportunities.

1. Output 2.1 Awareness of trade policy issues improved, in relation to the various adjustments to the Uruguay Round Agreements

As already stated, the Project focuses, *inter alia* through training, on building a national capacity for the knowledge and understanding of Uruguay Round Agreements and the rules of the multilateral trading system. The following activities will reinforce other capacity building activities, namely in strategy formulation for the promotion of exports and creating an investment friendly climate. UNCTAD, in collaboration with ITC and WTO, will assist national institutions to conduct the indicated activities.

- (a) Assessment of the potential impact of the Uruguay Round Agreements on the Uganda economy and external trade

A prospective survey will be undertaken on the impact of the multilateral trading system on the Uganda economy and external trade. Data related to market access conditions for selected products and markets will be analysed using Comtrade and national statistics. UNCTAD and ITC will jointly carry out this survey, using the ITC methodology to assess product/market potentials, and the UNCTAD approach to assess the impact and trading opportunities of the new multilateral trading system, as experimented in the SADC. A review of import conditions in selected target markets will also be carried out.

The survey will be carried out by selected resource persons who will have been trained under the capacity building leg of the Project, and it should help the Ugandan authorities, managers and officials in assessing the real effects of the new multilateral trading system on the national economy. It will also enable the ITC/UNCTAD/WTO seminars on URAs to acquire a more practical and country-specific orientation.

Furthermore, the survey will assess the implications of the URAs for sectoral policies in export-oriented sectors and identify new trade opportunities to be exploited. It should highlight trade policy issues related to the adaptation of Uganda legislation to selected agreements, critical to the development efforts of the country. It will review the present trade policy framework, following the SWOT approach, to highlight the strengths, weaknesses, opportunities of and threats to the ability of Ugandan enterprises to compete. The survey will also outline proposals for the adoption of liberal and competition-friendly policies.

- (b) National Symposium on trade policy measures to improve the business climate in Uganda

The results of the survey to be undertaken under the previous activity will be reviewed in to a National Symposium, together with a summary of the data gathered through activities thus far accomplished under Objective 3, relating to the improvement of Uganda's export readiness. The Symposium will review the results of the aforementioned studies and formulate recommendations to the Government and private sector, on how best to adapt and draw advantage from globalization. It will be attended by administration officials, parliamentarians, academicians and economists, as well as by private sector entrepreneurs. It will focus, in addition, on policy and institutional matters and on the specific sectors offering good potential for the development of the country's exports.

The Symposium will be held with the full participation of the national resource persons who would have been involved in the survey, and it will make recommendations for the improvement of the business environment in Uganda. The Symposium recommendations will also constitute the basis for the design of an agenda for the future activities of the Inter-institutional Committee.

2. Output 2.2 Contribution to the adjustment of laws and regulations

In order to bring the national legislation into line with the rules of the multilateral trading system, the following activities will be carried out, basically with the assistance of WTO and UNCTAD and, if need be, of the ITC.

- (a) Assistance in the drawing up of notifications which the country must make in connection with its participation in the WTO

This assistance could take various forms, in particular the provision of a special handbook prepared with a view to the drawing up of the notifications required under the various agreements; and the sending of an information mission to the various ministries involved in order to provide explanations and technical information concerning the required notifications.

- (b) Provision of technical advice on the implementation of the Agreements, based on examples from countries with similar profiles
- (c) Evaluation missions concerning any problem relating to the review or introduction of national legislation aiming at consistency with WTO rules
- (d) Field missions designed to enable the authorities to introduce national legislation, *inter alia* by proposing model laws that could be adapted to the specific situation of Uganda

3. Output 2.3 Business community made aware of how to maximize trade opportunities provided by special and differential treatment, including transitional arrangements built-in to the relevant Uruguay Round Agreements

This output will be related to seminars and workshops. In this respect, the following activities will be carried out mainly by UNCTAD, with specific inputs by ITC. Concrete measures will be recommended to the Government, to expand trading opportunities in selected sectors: agriculture, textiles, etc.

- (a) Identification of concrete policy support measures and business strategies, necessary to achieve maximum exploitation of the special and differentiated treatment provisions for LDCs.

- (b) Indication of ways and means to improve access to appropriate technology, through technology policy, compatible with the TRIPS Agreement.
- (c) Study of the impact of the tariff structure on the competitiveness of exports and for possible harmonization at the EAC level.

4. Output 2.4 Recommendations formulated for the improvement of the business environment

On the basis of the studies that will be carried out under Output 1.5, and activity 2.1(a), interventions by UNCTAD under this objective, will enable the Government of Uganda to integrate trade policy-making and its implementation into the macroeconomic policy framework and subregional trade policy objectives (COMESA, SADC and EAC) consistent with its broader commitments in the WTO.

Interventions under the leadership of UNCTAD will contribute to stabilize the business environment and make it more transparent and secure for foreign direct investors.

- (a) Harmonization of investment codes and promotional strategies.

UNCTAD will provide advice to the Government of Uganda on how best to harmonize its Investment Code with other current investment incentives in the subregion, and to draw lessons from the best practices of nations with good foreign investment inflows.

E. Project Outputs and Activities Related to the Third Objective Enhancing Uganda's Export Readiness

1. Output 3.1 Export development potentials identified, based on Uganda's comparative advantages

The Project will assist Uganda in better exploiting its comparative advantages in the subregion and in the global market. It will interact with and complement activities undertaken in the framework of other technical assistance projects, to help enterprises in designing and implementing sectoral and enterprise strategies to take better advantage of market niches and opportunities. Within the scope of this third objective, the project will support a better access by Ugandan exporters to selected systems and tools of competitiveness that could improve performance on international markets, such as trade information and quality management systems.

- (a) Establishment of the matrix of exportable goods and markets of interest to Uganda

In the context of market globalization, Uganda's future trade prospects will be analysed on the basis of the first findings of the study mentioned under Activity D.1(a). (Assessment of the potential impact of the Uruguay Round Agreements on the Uganda economy and external trade). This matrix will be prepared by a team coordinated by the PSF, in cooperation with the UEPB and UMA. A certain amount of desk and field research results are already available in these organizations, that will be capitalized on. Of particular interest, is the work undertaken by the private sector development project, supported by UNDP, on the potentials of the Ugandan economy. Using these data and the findings of the products-markets matrix, a thorough analysis of current and future production capacities will be undertaken to show the potential for export-oriented activities and evaluate actual supply capacities by product group, over the medium-term. A broad cost-benefit analysis for Ugandan goods will be made available to the product-market development consultants to be assigned to this task.

(b) Elaboration of the matrix of exportable services and markets of interest to Uganda

The same type of work as under the previous activity will be carried out to assess the potential for export of services, mainly tourism. Based on enterprise interest and the country's obvious potential in the tourism industry, this second matrix of exportable services should be established, showing the services-markets to be addressed, with relevant market data and qualitative indications on the subsectors. The matrix will be the base for an overall assessment of the country's potential in the services industry that should be matched with target markets. Information that will be thus made available, will help in the conduct of market surveys and design of a national development strategy for the service sector as well as sectoral strategies for the same.

This work will be undertaken by a team of technicians from relevant ministries and organizations, including the PSF. It will be supervised by the Ministry of Trade and Industry in association with the Ministries of Tourism and Transport.

2. Output 3.2 Ugandan exporters better acquainted with new market potentials for Ugandan goods and services

Using the elements of the products-markets matrix prepared under activity (a), exporters will be selected to conduct market orientation tours, with the aim to prepare sectoral and company specific export strategies for the priority products. Export enterprises, to be associated on a cost-sharing basis, will assess the conditions of international competition in target markets for their products and match them with their potential of competitiveness.

During the same market orientation tours, market surveys will be carried out by the export enterprises, on the basis of technical documents to be provided through the information system, that will be set up in the framework of this Project. More extensive analysis could be undertaken in the field as deemed necessary.

Professional institutions will be associated to assess the export potential and contribute, with the export enterprises, to the design of national and sectoral strategies. The market orientation tours should cover traditional and non-traditional products, including: coffee, tea and cocoa, tobacco, oilseeds (sesame, soya beans, groundnuts, etc.), fresh fish and prepared maize, cereals and beans, soap and detergents, spices (pepper, vanilla, chillies, cardamom), fruits and vegetables, flowers, roses and carnations, textiles, etc. The market orientation tours will target subregional and international markets, according to the product-market matrix (for goods and services), established under Activities E.1(a) and (b) above.

- (a) Market orientation tour for coffee, tea and cocoa;
- (b) market orientation tour for oilseeds;
- (c) market orientation tour for food preparations and fish;
- (d) market orientation tour for spices;
- (e) market orientation tour for textiles;
- (f) market orientation tour for the tourism industry.

3. Output 3.3 Sectoral marketing strategies designed for selected priority products (goods and services)

The technical staff of professional associations to be involved in the strategy design exercise will attend a workshop to be trained on the methodologies of information gathering, screening and usage. Two workshops will be held during the Project implementation, to train and form two teams that will accomplish the strategy formulation, using ITC didactic material being prepared under an ongoing programme on global competitiveness.

When achieved, Output 3.3, will also be directly supportive of activities planned under objective 2, aiming to seek maximum advantage from the multilateral trading system for Uganda. In particular, the formulation of sectoral strategies will benefit from the ideas developed in the study on the impact of the URAs on the country's external trade (Activity D.1(a), p. 21) and during the national symposium on trade policy measures (Activity D.1(b)), while the measures to improve the business environment in Uganda will surely be further refined when sectoral strategies are set out.

(a) Training workshops on export strategy design

On the basis of data collected in the framework of the export potentials and market orientation tours, sectoral and company strategies should be formulated. Each participating company will be advised and assisted to design and implement company-specific export strategies and marketing plans. Before that, sectoral strategies will be designed for the main export subsectors and product groups. These sectoral export strategies will be established by selected professionals mandated by sectoral associations, with a direct participation of the exporters and an appropriate technical support from ITC product specialists in these sectors. UMA, PSF and PSDP will be closely associated to the formulation of the sectoral strategies, using desk and field research thus far conducted by them.

The availability of well-designed sectoral strategies, that take into account comparative advantages and actual market potential, will give more substance to the recommendations to be formulated under activity D.3(a). (Identification of concrete policy support measures and business strategies, necessary to achieve maximum exploitation of the special and differentiated treatment provisions for LDCs.

Based on the assessment of the export potential for each sector, identified by PSDP and UMA, highlighting business development perspectives, the sectoral strategies should be proposed to the Government and to Ugandan exporters through their professional associations, to adopt concrete sectoral measures. These strategies will also be made available to the authorities in charge of developing investments in Uganda, to orient their argumentation in attracting investments to the country. In this respect, the IDEA project will also be associated with this strategic work, together with the Uganda Investment Authority and PSF.

- (b) Design of a sectoral marketing strategy for the development of Uganda exports of coffee, tea and cocoa
- (c) Design of a sectoral marketing strategy for the development of Uganda exports of oilseeds
- (d) Design of a sectoral marketing strategy for the development of Uganda exports of food preparations and fish
- (e) Design of a sectoral marketing strategy for the development of Uganda exports of spices
- (f) Design of a sectoral marketing strategy for the development of Uganda exports of textiles
- (g) Design of a sectoral marketing strategy for the development of tourism in Uganda

A provision is made in the Project inputs to define a marketing strategy for the tourism sector in Uganda. This marketing strategy would be defined in coordination with the relevant professional associations, assisted by international advisers from ITC and other specialized institutions. It will take into consideration the ongoing work, supported by the World Bank, relating to the formulation of a national development strategy in the tourism sector. Both works complement each other, in the sense that the national development strategy will tackle investment and infrastructural issues as well as macroeconomic measures, targeted to the Government, while the export marketing strategy will be formulated by tourism professionals and operators, to develop tourism products, such as holiday packages, safari-cultural packages, discovering tours, etc., and to design promotional campaigns for them.

(h) Formulation of a national strategy to promote subregional trade

To complement the matrix of exchangeable goods and markets of interest to Uganda, the Project will support the undertaking of an overall assessment of Uganda's comparative advantages in its trade relations with Kenya and Tanzania in the framework of the EAC, and also with other member countries of COMESA. This exercise will lead to the formulation of a strategy proposal related to the development of subregional trade relations.

On the basis of the assessment, a national strategy to promote subregional trade will be formulated by a team from the Ministry of Trade and Industry, UEPB, PSF, PSDP and the UMA. Leading enterprises involved in subregional trade should be consulted. The cost of defining the strategy will be supported by the Project.

4. Output 3.4. Design of company-specific strategies and business plans designed by exporters, supported

Technical advice will be granted to exporting companies, which participated in the market orientations tours and the design of sectoral strategies, to define for themselves company-specific business strategies and export objectives related to the markets of interest to them.

- (a) Provision of additional information to companies willing to define business and export marketing plans
- (b) Provision of self-teaching material to exporters to design business plans

The "Trade Secrets" package will contain technical material and methodological guidance to lead exporters in the formulation of export approaches and business plans. The package, which will be adapted to Uganda business conditions, will be made available to exporters involved in this exercise in addition to the advice of specialized consultants.

- (c) Technical advice provided to selected exporters in the formulation of company-specific strategies

5. Output 3.5 Effective trade information system established

Trade information is one of the basic tools of competition on international markets, that should be readily available to Uganda exporters. The availability of trade information, as a management tool, is currently very limited in Uganda, where small and medium-sized enterprises (SMEs) cannot access fresh and useful information to conduct their business and draw advantage from opportunities in the global and regional markets. An effective Uganda Trade Information System (UTIS) should be established among all local information producers, intermediaries, distributors and users. The Project will help in making UTIS operational, with the aim of collecting and disseminating data that would be useful

to Uganda enterprises for investment and export operations. A network will be established among its different components, to be defined in a feasibility study.

The system would comprise information on marketing opportunities, elements on physical distribution, including transit, transport and packaging, quality requirements in the target countries, training opportunities and market research, etc. When established, the system will be part of the Uganda Trade Point and should fulfil the function of information collection and dissemination in a coordinated manner.

The Project will assist Ugandan enterprises and institutions in operating the UTIS, through provision of documentation, training of personnel and networking to the appropriate databases and sources of information worldwide. The financial and infrastructural conditions for this networking will vary, according to the needs and costs. Generally, the Project will ensure the availability of current technical documentation, prepared by the three partner organizations to the Project, and support the cost of certain subscriptions to online databases and documentation, to be specified in the feasibility study.

The access to worldwide networks, including Internet, that will be provided by the Project for the establishment of the Reference Centres will also be used to operate connections of UTIS with other regional and worldwide networks and systems. The Reference Centres will be part of the information system, to the extent that they provide a specified type of information, namely, about the multilateral trading system.

A non-profit association will be formed from the members of UTIS, to manage the system. This association will partially benefit from the proceeds of the marketing of information to users. It will take over the subscriptions and recurrent charges of UTIS after the technical assistance has come to an end. A specific fund might also be constituted to support this endeavour.

UTIS will be part of the Uganda Trade Point planned by the Uganda authorities, with UNCTAD support. Its realization will achieve the trade information leg of the Trade Point. The trade facilitation component will be achieved at the end of the current project, in a separate provision.

The following activities will be undertaken to reach the indicated goals:

- (a) Feasibility study for the establishment of an effective trade information system in Uganda

A study of the Uganda market for trade and economic information will be undertaken to determine the volume of demand for information and the possible configuration of a trade information system. All producers, distributors and users of market information will be surveyed and their current infrastructures and needs assessed. On the basis of this assessment of needs, a feasibility study will determine the configuration of the Uganda Trade Information System, to be organized and consolidated.

This system should be set up in Uganda, allowing information consumers to have access to the requested information wherever it would be available, through various nodes. The system would function on a commercial basis. It might be difficult to make this system self-financing, but economies of scale could be reached when information facilities currently operating or planned by the various information distributors, such as the UEPB, the Chamber of Commerce, PSF, UMA, and the specialized boards and associations, will be networked, as already described.

The UTIS would be linked with ITC supported subregional trade information systems being operated in the COMESA, such as TINET, and other similar facilities in the EAC.

(b) Workshop on trade information

The feasibility study will be proposed to the future partners during a workshop in which participants will discuss production and distribution of information and adopt an agreement on the exchange of information among themselves.

The following institutions will participate in this Workshop, under the auspices of the Private Sector Foundation:

- Ministry of Trade and Industry;
- Chamber of Commerce and Industry;
- Export Promotion Board;
- Uganda Manufacturers' Association;
- Uganda Women's Entrepreneurs Association;
- Bureau of Standards;
- Coffee Development Authority;
- Coffee Trade Federation;
- Silk Exporters Association;
- and other professional organizations.

These institutions will be the initial members of the Uganda Trade Information System.

(c) Formation of a non-profit association to manage the Uganda Trade Information System

For the establishment and full operation of the Trade Information System, a non-profit association will be formed by the different participants in the system, to manage the system and maintain its coherence. The association will be financed by its members without any financial inputs from the Project budget, except for technical advice on its organization and methods. The Project will contribute to this activity by the drafting of the charter and rules of operation of the association.

- (d) Provision of additional equipment to enable connectivity and multimedia operation, where necessary
- (e) Establishing connections between participating members of UTIS
- (f) Subscription to selected databases
- (g) Connection to GTP Net
- (h) Training trade information managers
- (i) Provision of selected documentation, written and electronic
- (j) Creation of a "Uganda Business" Web-site

- (k) Organization and design of a "Uganda Business" home page
- (l) Advisory services to the UTIS member organizations

The Project will help in the setting up of the Uganda Trade Information System, through training activities and specific support to the various nodes. This assistance will take into consideration the existing infrastructure and provide equipment and written or multimedia documentation (CD-ROMs), as well as access to Internet and relevant international databases. This specific assistance will address, in particular, the trade information facilities in the following organizations, which will be the cornerstones of the System:

- Uganda Export Promotion Board;
- Chamber of Commerce;
- Uganda Manufacturers' Association;
- Private Sector Foundation.

Adequate resources in terms of infrastructure, human and financial resources, will have to be allocated by the participating organizations, but the Project will be available to assist those organizations to take the appropriate decisions. Project inputs will take the form of advisory missions, by specialized consultants on a roving basis, adequate computer equipment and access to online databases at ITC, UNCTAD and WTO headquarters or elsewhere, according to priority needs expressed by Uganda enterprises and identified in the feasibility study.

Technical assistance should remain available for an extended period of time (two to three years after the establishment of the system), to assist the member organizations in taking the appropriate decisions, and in troubleshooting in relation to the system's operation, to avoid the collapse of the whole setting because of any eventual mismanagement. The inputs in this respect will be in the form of advisory missions by specialized consultants on a roving basis.

- (m) Establishing coordination links with counterpart information systems

In addition to information flows to be secured through the participation of UTIS in the GTP Net, formal ties will be institutionalized at EAC level, to exchange information among foreign trade enterprises and public sector entities, through the connection of UTIS to similar facilities in Tanzania, Kenya and other COMESA countries. This will not only facilitate communication of data on trading opportunities in the subregion, but it will also allow exchange of ideas and experiences among private sector institutions and business people. For an appropriate interaction with the COMESA TINET, where information on trading opportunities and other market data could be exchanged, activities will be fully coordinated with those activities of the ITC-implemented regional project in favour of COMESA.

6. Output 3.6 Trade efficiency enhanced, through the setting up of a full-fledged Trade Point

A Trade Point is a unique combination of practical tools available to local enterprises and government agencies to lower the cost of their import and export transactions. It combines three main functions: trade facilitation, trade information and global networking. The facility offers to SMEs access to business opportunities worldwide, ways to collect and transmit information, the use of advanced communication techniques, market research, and facilitation of customs and financing procedures, banking, transport, and insurance services.

The establishment of the Uganda Trade Point (UTP) will be operated progressively. UTIS with the three Reference Centres established under Output 1.3 will constitute the first phase of implementation of UTP. This Uganda Trade Point (UTP) will be established in the framework of the UNCTAD/ITC executed programme initiated in 1991, which is aimed at establishing the Global Trade Point Network (GTP Net).

The approach proposed here will help in setting up the UTP progressively. It is believed that the operation of UTIS will give the opportunity to the various stakeholders of private sector development in Uganda to appreciate the usefulness of coordination and easy access to trade support services, thus justifying the usefulness of a Trade Point site. By that time, and after more reforms have taken place in the field of trade facilitation and investment promotion, the Project will undertake a feasibility study to define the contours of the Uganda Trade Point and to establish it at a selected location, well accessible to private sector enterprises, including the possibility of establishing provincial antennas.

- (a) Feasibility study of a full-fledged Uganda Trade Point

The study should envisage establishing provincial Trade Points, in selected sites.

- (b) Formation of a Trade Efficiency Association

There will be a possibility to upgrade the UTIS managing non-profit association into a Trade Efficiency Association, although keeping them separate would be preferable. The feasibility study will determine the best options.

- (c) Establishing the trade facilitation component of a Uganda Trade Point in Kampala

7. Output 3.7 Guide to "Trade Secrets - the Export Answer Book " adapted to the Ugandan context

ITC has developed the generic version of a Guide entitled “Trade Secrets - The Export Answer Book”, together with guidelines for its adaptation to the national context in developing countries. The Guide, customized to local situations, will be a business improvement tool and reference source for export management by SMEs and business support organizations. It will contain a complete package of readily accessible information, that managers would find useful for day-to-day operation of their export businesses. One hundred frequently asked questions (FAQ) are answered in clear, concise and user-friendly terms. The answers are supplemented by appropriate references to additional information resources. Technical assistance will secure the customization of the generic version of “Trade Secrets - The Export Answer Book”, through the production of a country-specific Guide for Uganda. This will be done in partnership with interested local or subregional counterparts, who will co-sponsor the production of the adapted version.

- (a) Advice on the preparation of the Guide to Trade Secrets

An ITC consultant will undertake a mission to train a local team of the counterpart organizations and those responsible for the adaptation process, on how to prepare the draft of the customized version of the Guide.

- (b) Realization of the Guide to Trade Secrets in Uganda

The customization will be carried out, under ITC’s technical guidance, by a national/subregional subcontractor. The counterpart organization will be directly involved in the implementation of the process, in accordance with a “joint publication arrangement” with ITC, and will benefit from the proceeds of sales. The subcontractor will elaborate the draft for each country covered, on the basis of the process

manual. ITC will perform a quality check before publication. The Guide will be printed using local or subregional facilities.

(c) Distribution of the Guide to Trade Secrets

The Guide will be distributed on a commercial basis, in accordance with the “joint publication arrangement” by the counterpart organization, which could be one of the following: UEPB, PSF, UMA, or a consortium of them. The proceeds of sales will be retained by the counterpart organization or consortium, to recover their expenses and to finance the preparation of subsequent updated versions.

8. Output 3.8 Capacity of the Uganda Bureau of Standards, strengthened in quality management

Quality will become the main platform of competition in the future, with sophisticated notions such as eco-labelling, organic products, environment-friendly technologies and processes, being more and more discussed and taken into consideration. The Project will help Uganda enterprises and authorities to improve their capacity to understand and implement these concepts.

(a) Advisory missions in quality control issues

Apart from the specific training to be provided to the Uganda Bureau of Standards (UBS) in matters of quality control and to sanitary and phytosanitary (SPS) inspection bodies at the Ministry of Agriculture Livestock and Marketing concerned with SPS issues, a consultant mission will advise the Customs Department and the Bank of Uganda on how to improve quality inspection at entry points and on the management of phytosanitary inspection (PSI).

(b) Operating the enquiry point on technical barriers to trade and sanitary and phytosanitary measures

UBS will also be assisted in the establishment and operation of the Uganda enquiry points on technical barriers to trade (TBT) and sanitary and phytosanitary measures (SPS). A national capacity to monitor other enquiry points in selected markets should be built, to allow Uganda's exporters to defend their interests, when necessary, in relation to technical barriers to expanding trade abroad.

(c) Database on international quality requirement in target markets for Uganda products

ITC's Qualidata database will be partly copied to the UBS and training provided to help its use for the benefit of Ugandan enterprises. Progressively UBS should build up an information base to respond to Uganda exporters' enquiries on the technical and legal specifications required in their different target markets.

(d) Database on quality requirements and regulations in Uganda

Presently, there is no computer database on Ugandan standards and quality requirements. Such a database is necessary to be accessible in the framework of UTIS and has to be available for the full implementation of the Enquiry point on TBTs. The project will support the subcontracting of the realization of such a database if UBS commits itself to its regular updating. An ITC consultant will advise on its setting and management.

(e) National Seminar on quality management for export

A national seminar on quality management and practices in export enterprises will be held in Kampala, in conjunction with UBS and UMA.

(f) Local seminars on quality management and control for export

A series of local seminars will be held at production sites in the countryside to sensitize smallholders and traders to international standards and quality requirements in international markets. They will address products relevant to Uganda, such as coffee, tea, tobacco, hides and skins, silk, fruits and vegetables.

These seminars will be held under the supervision of UBS with the participation of UEPB and the professional associations in their respective subsectors.

V. INPUTS, AND MANAGEMENT

A. Project Strategy

1. Priorities

The Project takes into account the following priorities:

It will first focus on capacity building at national level for the understanding of the rules of the multilateral trading system and the management of Uganda's membership of the WTO. This priority is manifested through:

- The training of an important number of trainers in MTS matters (four generalists and nine in specialized matters) who will be trained to interpret and explain MTS rules and regulations.
- The introduction to a thorough information on the rules of international trade, and the opportunities created through improved market access. This will be achieved through the setting up of Reference Centres and direct institutional support to private sector institutions and enterprises, as well as through dissemination seminars and workshops.
- The provision of assistance in policy and export strategy formulation and in conforming local laws and regulations to Uganda's undertakings as a WTO Member.

The Project will facilitate access of export enterprises to a minimum number of competitiveness tools, such as:

- The knowledge of their potentials, strengths and weaknesses;
- an efficient trade information system that provides readily available information as an input to good management;
- a quality management proficiency, through training of resource persons in charge of quality control and standardization.

The Project will immediately achieve concrete actions needed by enterprises and public and private sector institutions. This will be manifested in:

- The identification of product lines bearing export potential in the long run;
- the definition of sectoral development strategies;
- on-the-job training in enterprises and institutions.

All activities of this Project will be integrated in the ongoing technical assistance endeavours, taking the concerns of private sector and Ugandan authorities in the heart of the Project's focus. It will interact, benefit and complete other initiatives being implemented and help to improve their efficiency.

2. Management

(a) Monitoring of the Project activities, by ITC, UNCTAD and WTO

For the eight countries covered by the Integrated Programme, WTO, UNCTAD and ITC will have two resident experts, on a regional basis, to manage projects in two groups of countries. These two experts will be posted, respectively, in:

- West Africa (for Benin, Burkina Faso, Côte d'Ivoire, and Ghana); and
- East Africa (for Kenya, Tanzania and Uganda).

In addition, junior assistants could be posted at ITC and UNCTAD, and will help to manage the implementation of the Integrated Programme.

Specifically, WTO, UNCTAD and ITC will designate a regional coordinator in each subregion who will monitor and coordinate the respective inputs of the Geneva-based organizations, in coordination with the local UNDP field office. The regional coordinator will be a member of the Steering Committee mentioned hereafter. Subcontracts for national facilitators reporting to the regional coordinator will be effected. Resources are included in the Project budget (under ITC component BL 11.01) to partly support the cost of the regional coordinator and other coordination expenses, which are shared by other projects and programmes, under the regional coordinator's authority and responsibility.

At headquarters, the three organizations will use their regular coordination meetings to ensure cohesion, complementarity and synergy of their respective technical activities, as foreseen in the Integrated Programme document.

In Uganda, the Project activities will be coordinated by a Steering Committee, which will be formed by concerned institutions, as soon as the Project is adopted and signed. The Steering Committee will be placed under the authority of the/a Senior Official at the Ministry of Trade and Industry, who will coordinate all WTO related activities. The Steering Committee will be composed of:

- On behalf of the Government of Uganda, representatives of:
 - the Ministry of Trade and Industry;
 - the Uganda Export Promotion Board.
- On behalf of the private sector, representatives of:
 - the Uganda Chamber of Commerce and Industry;
 - the Private Sector Foundation.
- On behalf of the executing organizations: WTO, ITC and UNCTAD, the regional coordinator, in charge of the implementation of the Project.

As an interface between the local counterparts (government services and private sector institutions, enterprises) on the one hand, and the executing organizations (ITC/UNCTAD/WTO and their regional coordinator) on the other hand, a private company will be hired to handle all administrative matters. Detailed terms of reference will be elaborated to determine the tasks of the local subcontractor, in the framework of the follow-up and implementation of the project.

- On behalf of donors and development partners, representatives of (... donor countries ...), UNDP, the World Bank and other interested parties, as deemed useful for a full integration of cooperation activities.

(b) Technical implementation

For the day-to-day implementation of activities, the following organizations will bear the responsibility for execution, including the coordination of inputs and resources to be made available by the counterparts.

For objectives 1 and 2 (National capacity and adjustment of business regulations, laws and procedures): the focal point, set up and duly empowered, at the Ministry of Industry and Trade, will coordinate field activities.

For objective number 3 (Enhancing Uganda's export readiness): the Uganda Export Promotion Board, together with the Private Sector Foundation, and the Uganda Manufacturers' Association, will coordinate the preparation and implementation of activities, in conjunction with other relevant professional organizations. A liaison unit will be formed by the above-mentioned organizations, to implement and coordinate the activities under this objective.

More specifically, for the management of trade information, a non-profit association, will be formed, as set in the Project activities and outputs, to monitor the system and set up the adequate management protocols and methodologies, as indicated in the Project activities and outputs.

The private subcontractor will liaise between these organizations and the regional adviser.

3. Activities directed to export enterprises

Trainers from the Private sector will be enrolled in the training activities on a cost-sharing basis. Enterprise participation in trade missions and market surveys will also be handled on a similar basis. At a later stage, trade information will be handled on a cost basis, to be defrayed by the users.

4. Coordination

Project implementation will be coordinated with activities of ongoing technical assistance projects being carried out by ITC, UNCTAD and WTO, as well as by other donors or international organizations, in particular, those mentioned under the section pertaining to the ongoing technical assistance. Details are described in the document. Adaptations and adjustments will be made as need arises.

B. Inputs by Project Partners

Resources needed for the implementation of this Project will be made available by donors.

The Government of Uganda will contribute in kind to the support of the Project activities. Enterprises will contribute on a cost-sharing basis, and will share expenses involving them in market surveys and missions abroad.

An estimation of inputs necessary for the implementation of the Project is given hereafter:

INPUTS BY PROJECT PARTNERS

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
<u>First objective: National capacity for understanding MTS and its implications for Uganda</u>					
1. Output 1.1 The Inter-institutional Committee to follow-up the Uruguay Round Agreements strengthened					
(a) Supply basic documentation on the WTO Agreements	Documentation	Documentation			
(b) Supply the relevant documents of the various WTO committees and working groups	Documentation				
(c) Include the Ministry of Trade and Industry in WTO's mailing list of periodical publications	Documentation				
(d) Provide technical advice on any issue faced by the Inter-Institutional Committee on legal and institutional issues within the WTO's sphere of competence, as well as on its ongoing activities	Official missions	Official missions		Recurrent charges	
(e) Help draft the terms of reference of the Inter-Institutional Committee and design the appropriate strategies to take advantage of the transitional periods allowed by the Uruguay Round Agreements		Official missions		Recurrent charges	

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(f) Foster and support participation, to subregional meetings, of members of the Inter-Institutional Committee		Documentation		Recurrent charges	
2. Output 1.2 Customs administration strengthened in customs matters related to the Uruguay Round Agreements					
(a) Provide relevant information regarding the work of the WTO committees dealing with customs matters	Documentation				
(b) Provide information to the customs administration on the implementation of the Agreement	Documentation				
(c) Provide assistance to the customs administration on all technical matters relating to customs tariffs	Official missions	Official missions		Recurrent charges	
(d) Provide information relating to the work of the Committee on Regional trade Agreements	Documentation Official missions	Official missions		Recurrent charges	
(e) Provide assistance on any legal matters relating to regional integration or free-trade areas	Official missions	Official missions		Recurrent charges	
3. Output 1.3 Reference Centres on the multilateral trading system established					
(a) Establishment of a Reference Centre on MTS at the focal point for WTO matters	Documentation Equipment	Documentation	Documentation	Recurrent charges	
(b) Establishment of a Reference Centre for use by the business community	Documentation	Documentation	Documentation		Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(c) Reference Centre on MTS established at a training institution	Documentation	Documentation	Documentation		Recurrent charges
(d) Training of the managers of the Reference Centres			Int. consultant (0.25 w/m)	Recurrent charges	Recurrent charges
4. Output 1.4 National training capacity in MTS issues reinforced					
(a) Training of trainers in general MTS matters: the Geneva course	Documentation Group training	Documentation Group training	Documentation Group training	Recurrent charges	
(b) Specialized trainers in selected issues important for Uganda	Official missions	Group training Official missions	Intern. consultant (0.75 w/m)	Recurrent charges	Recurrent charges
(c) Providing academic and training institutions with teaching material	Documentation	Documentation	Documentation		
5. Output 1.5 Strengthened negotiating capacity to handle the built-in agenda in the various Uruguay Round Agreements					
(a) Workshop for policy and decision makers	Official missions	Official missions	Nat. consultant (0.25 w/m)	Recurrent charges	
(b) Setting negotiating objectives and preparing proposals		Intern. consultant		Recurrent charges	
6. Output 1.6 Knowledge and understanding of Uruguay Round Agreements enhanced, by public sector officials, private sector institutions, foreign trade enterprises, and the general public					
(a) Organization of two general seminars	Official missions	Official missions	Nat. consultant (0.5 w/m)	Recurrent charges	Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(b) Technical and specialized workshops	Official missions	Official missions	Documentation Official travel Intern. consultant (1.5 w/m) Nat. consultant (1.5 w/m)	Recurrent charges	Recurrent charges
Second objective: Conforming to and seeking advantage from the MTS					
1. Output 2.1 Awareness of trade policy issues improved, in relation to the various adjustments to the Uruguay Round Agreements					
(a) Assessment of the potential impact of the Uruguay Round Agreements on the Uganda economy and external trade		Intern. consultant Nat. consultant	Intern. consultant (0.75 w/m) Nat. consultant (0.75 w/m)	Recurrent charges	
(b) National symposium on trade policy measures to improve the business climate in Uganda	Official missions	Official missions	National Symposium. Int. consultant (0.25 w/m) Nat. consultant (0.25 w/m)	Recurrent charges	Recurrent charges
2. Output 2.2 Contribution to the adjustment of laws and regulations					
(a) Assistance in the drawing up of notifications which the country must make in connection with its participation to the WTO	Official missions			Recurrent charges	
(b) Provision of technical advice on the implementation of the Agreements, based on examples from countries with similar profiles	Official missions	Intern. consultant (0.5 w/m)		Recurrent charges	

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(c) Evaluation missions concerning any problem relating to the review or introduction of national legislation aiming at consistency with WTO rules	Official missions	Official missions		Recurrent charges	
(d) Field missions designed to enable the authorities to introduce national legislation, <i>inter alia</i> by proposing model laws that could be adapted to the specific situation of Uganda	Official missions	Int. consultant (1 w/m)		Recurrent charges	
3. Output 2.3 Business community made aware of how to maximize trade opportunities provided by special and differential treatment, including transitional arrangements built-in to the relevant Uruguay Round Agreements					
(a) Identification of concrete policy support measures and business strategies, necessary to achieve maximum exploitation of the special and differentiated treatment provisions for LDCs		Intern. consultant	Nat. consultant (0.5 w/m)	Recurrent charges	
(b) Indication of ways and means to improve access to appropriate technology, through technology policy, compatible with the TRIPS Agreement		Intern. consultant		Recurrent charges	
(c) Study of the impact of the tariff structure on the competitiveness of exports and for possible harmonization at the EAC level		Intern. consultant		Recurrent charges	
4. Output 2.4 Recommendations formulated for the improvement of the business environment					
(a) Harmonization of investment codes and promotional strategies		Intern. consultant			

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
<u>Third objective: Enhancing Uganda's export readiness</u>					
1. Output 3.1 Export development potentials identified, based on Uganda's comparative advantages					
(a) Matrix of exportable goods and markets of interest to Uganda, established			Documentation	Recurrent charges	
(b) Matrix of exportable services and markets of interest to Uganda, established			Documentation	Recurrent charges	
2. Output 3.2 Ugandan exporters better acquainted with new market potentials for Ugandan goods and services					
(a) Market orientation tour for coffee, tea and cocoa			Intern. consultant (0.5 w/m) Nat. consultant (1 w/m)	Recurrent charges	Recurrent charges
(b) Market orientation tour for oilseeds			Intern. consultant (0.5 w/m) Nat. consultant (1 w/m)	Recurrent charges	Recurrent charges
(c) Market orientation tour for food preparations and fish			Intern. consultant (0.5 w/m) Nat. consultant (1 w/m)	Recurrent charges	Recurrent charges
(d) Market orientation tour for spices			Intern. consultant (0.5 w/m) Nat. consultant (1 w/m)	Recurrent charges	Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(e) Market orientation tour for textiles			Intern. consultant (0.5 w/m) Nat. consultant (1 w/m)	Recurrent charges	Recurrent charges
(f) Market orientation tour for the tourism industry			Intern. consultant (0.5 w/m) Nat. consultant (1.0 w/m)	Recurrent charges	Recurrent charges
3. Output 3.3 Sectoral marketing strategies designed for selected priority products (goods and services)					
(a) Training workshops on export strategy design			Group training Int. consultant (0.25 w/m)	Recurrent charges	
(b) Design of a sectoral marketing strategy for the development of Uganda exports of coffee, tea and cocoa			Group training Int. consultant (0.5 w/m) Nat. consultant (0.5 w/m)	Recurrent charges	
(c) Design of a sectoral marketing strategy for the development of Uganda exports of oilseeds			Group training Intern. consultant (0.25 w/m) Nat. consultant (0.5 w/m)	Recurrent charges	Recurrent charges
(d) Design of a sectoral marketing strategy for the development of Uganda exports of food preparations and fish			Intern. consultant (0.5 w/m) Nat. consultant (1.0 w/m)	Recurrent charges	Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(e) Design of a sectoral marketing strategy for the development of Uganda exports of spices			Intern. consultant (0.25 w/m) Nat. consultant (0.75 w/m)	Recurrent charges	Recurrent charges
(f) Design of a sectoral marketing strategy for the development of Uganda exports of textiles			Intern. consultant (0.5 w/m) Nat. consultant (1.0 w/m)	Recurrent charges	Recurrent charges
(g) Design of a sectoral marketing strategy for the development of tourism products in Uganda			Intern. consultant (0.75 w/m) Nat. consultant (1.0 w/m)	Recurrent charges	Recurrent charges
(h) Formulation of a national strategy to promote subregional trade			Intern. consultant (0.75 w/m) Nat. consultant (1.0 w/m)	Recurrent charges	Recurrent charges
4. Output 3.4. Design of company specific strategies and business plans designed by exporters, supported					
(a) Provision of additional information to companies willing to define business and export marketing plans			Documentation	Recurrent charges	Recurrent charges
(b) Provision of self-teaching material to exporters to design business plans			Documentation Nat. consultant (0.5 w/m)		Recurrent charges
(c) Technical advice provided to selected exporters in the formulation of company specific strategies			Intern. consultant (1.0 w/m)		Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
5. Output 3.5 Effective Uganda Trade Information System established					
(a) Feasibility study for the establishment of an effective Trade Information System in Uganda			Intern. consultant (1.0 w/m) Nat. consultant (0.5 w/m)	Recurrent charges	Recurrent charges
(b) Workshop on trade information			Memo item	Recurrent charges	Recurrent charges
(c) Formation of a non-profit association to manage the Uganda Trade Information System			Int. consultant (0.25 w/m)	Recurrent charges	Recurrent charges
(d) Provision of additional equipment to enable connectivity and multimedia operation, where necessary	Documentation	Documentation	Equipment		
(e) Establishing connections between participating members of UTIS			Int. consultant (0.25 w/m) Nat. consultant (0.25 w/m)	Recurrent charges	Recurrent charges
(f) Subscription to selected databases			Documentation		
(g) Connection to GTP Net		Documentation	Documentation	Recurrent charges	Recurrent charges
(h) Training trade information managers			Int. consultant (0.25 w/m)	Recurrent charges	Recurrent charges
(i) Provision of selected documentation, written and electronic		Documentation	Documentation		Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(j) Creation of a "Uganda Business" web-site			Int. consultant (0.5 w/m)	Recurrent charges	Recurrent charges
(k) Organization and design of a "Uganda Business" home page			Int. consultant (0.25 w/m) Subcontracting	Recurrent charges	Recurrent charges
(l) Advisory services to the UTIS member organizations		Nat. consultant (0.5 w/m)	Nat. consultant (0.5 w/m)	Recurrent charges	Recurrent charges
(m) Establishing coordination links with counterpart information systems		Memo item	Memo item	Recurrent charges	Recurrent charges
6. Output 3.6 Trade efficiency enhanced, through the setting up of a full-fledged Trade Point					
(a) Feasibility study of a full-fledged Uganda Trade Point		Intern. consultant	Nat. consultant (0.25 w/m)	Recurrent charges	Recurrent charges
(b) Formation of a Trade Efficiency Association		Group training Intern. consultant	Nat. consultant (0.5 w/m)	Recurrent charges	Recurrent charges
(c) Establishing the trade facilitation component of a Uganda Trade Point in Kampala		Equipment Group training Intern. consultant		Recurrent charges	Recurrent charges
7. Output 3.7 Guide to "trade secrets" adapted to the Ugandan context					
(a) Advice on the preparation of the Guide to Trade Secrets			Intern. consultant (1.0 w/m)	Recurrent charges	Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(b) Realization of the Guide to Trade Secrets in Uganda			Subcontracting	Recurrent charges	Participation in the printing and publishing of the Guide
(c) Distribution of the Guide				Recurrent charges	Recurrent charges
8. Output 3.8 Capacity of the Uganda Bureau of Standards, strengthened in quality management					
(a) Advisory missions in quality control issues			Intern. consultant (0.5 w/m)	Recurrent charges	Recurrent charges
(b) Operating the enquiry point on technical barriers to trade			Memo item	Recurrent charges	
(c) Database on international quality requirements in target markets for Uganda products			Documentation Equipment	Recurrent charges	
(d) Database on quality requirements and regulations in Uganda			Subcontracting Nat. consultant (1.5 w/m)	Recurrent charges	
(e) National seminar on quality management for export			Intern. consultant (0.5 w/m)	Recurrent charges	Recurrent charges
(f) Local seminars on quality management and control for export			Subcontracting	Recurrent charges	Recurrent charges
MANAGEMENT					
(a) Monitoring of the Project activities, by ITC, UNCTAD and WTO	Official missions	Official missions	Senior adviser	Recurrent charges	Recurrent charges

Project elements	WTO	UNCTAD	ITC	Government	Institutions and enterprises
(b) Local monitoring and national implementation of activities	Official missions	Official missions	Subcontracting documentation, equipment	Recurrent charges	Recurrent charges
(c) Technical implementation	Official missions	Official missions	Subcontracting	Recurrent charges	Recurrent charges

VI. PERFORMANCE CRITERIA AND RISKS

The following performance criteria are set to measure success or failure of this Project:

A. Success Criteria

1. Objective 1: National capacity to understand MTS and its implications

The existence and efficiency of a national capacity to follow-up and implement the various provisions of the Uruguay Round Agreements will be verified by the degree of self-reliance of Ugandan institutions on local resources and inputs to seek advice on WTO-related matters, and to manage the country's participation in WTO. The degree of sophistication of questions and issues raised by Ugandan users of the Agreements of the WTO will indicate the level reached in mastering the provisions of the Agreements. An improving quality of Ugandan inputs to international negotiations should also demonstrate a stronger mastery of the multilateral trading system issues at stake, especially when the official positions also reflect substantive inputs by the concerned private sector institutions, based on the interests of their constituencies.

The regular provision and transmission of information and publications to public and private sector institutions by the focal unit at the Ministry of Trade and Industry will also be an indicator of success, especially as these institutions are expected to forward the information to export enterprises, and to undertake the necessary debate with these firms, to reflect their interests in official negotiating positions at the WTO.

2. Objective 2: Seeking maximum advantage from the MTS

The regular consultations between the Government and private sector institutions on issues related to the multilateral trading system, followed by a substantial improvement of the business conditions in the country, will be an indirect result of this Project's activities. Better articulated and more coherent global trade policies and export development strategies will be a concrete verifier of the success of activities planned under the second direct objective of this Project. This should constitute the core of a more conducive business environment, that would favour export-oriented investment and trading transactions.

The enactment of laws and regulations in line with the provisions of WTO Agreements and which are conducive to an improved business environment is a criteria to measure the success of this Project's activities in facilitating trade procedures and regulations, which should result in attracting more foreign direct investment, in particular in the field of export-oriented activities.

3. Objective 3: Enhancing Uganda's export readiness

The impact of activities planned under this Project's third direct objective will concretize in clearer options of how Ugandan exporters could draw benefits from existing resources and tap new market opportunities and which goods and services display the most favourable commercial advantages, as compared with other international suppliers of the same products. To this end, the availability of appropriate facilities to provide trade information as a management tool to exporters will definitely mark the difference from the current situation.

Furthermore, the appropriate utilization of the operational trade, legal and technical information to be provided through the Reference Centres, the Ugandan Trade Information System and the enquiry point on TBTs and SPS, will be the measuring instrument of performance of this project, in the field of better export management of Ugandan firms, involved in the project activities. Private sector

organizations, associated with the Project, should become more capable in using the outputs of the economic, trade and technical information setting, to better formulate their work plans and medium/long-term strategies.

The nature and quality of information provided within the system would be an additional performance criteria of UTIS, in the sense that it should relate not only to the supply capabilities of Uganda, but also to the demand trends of importing countries. It should also improve dissemination of information towards the marketplace of the export offers of the country, especially in the subregion, but also elsewhere. An indicator of performance of the trade and technical information system, to be strengthened by the Project activities will be the stronger linkage of importers and exporters in Uganda with potential partners and buyers abroad. The ease of access to market and technical information, needed for the successful conduct of export business, will also show the expected greater efficiency of these export firms in international markets.

Thanks to the information availed by the different facilities put at their disposal, and to their own assessment of the market trends, as well as their strengths, weaknesses and opportunities, Ugandan exporters, private sector institutions and professional associations would have better capacity to define sectoral strategies, showing how specific product groups, with comparative advantages for the country, could attract investment and generate export business.

The matrix of exportable goods and services of interest to the country, together with the sectoral strategies to be defined, would be used for the establishment by Ugandan export firms of medium and long-term marketing plans. These plans would lead to an adequate definition or adaptation of actual goods to be manufactured or services to be offered, the markets to be targeted for their commercialization, and the promotional actions to be undertaken. In addition, the sectoral and product group strategies, together with the strategy to promote subregional trade, would indicate to the Government and the organizations involved the measures for the enhancement of the business environment in general and the specific sectors in particular. The degree of implementation of the recommendations formulated in this context would be an indicator of the successful realization of these outputs of the Project.

Better management of the quality of export products will also indirectly result from the third objective of the Project. This could be verified at UBS and within selected partner enterprises. These enterprises would become better acquainted with standards and quality requirements of the target markets. The efficiency of their quality management skills will be reflected through the value added to their export proceeds, and the kind of products exported, which in the long run would become more and more elaborated.

Full complementarity of activities between this Project and other ongoing technical assistance projects, implemented by the three executing organizations, will also show the extent to which activities to develop Uganda's external trade have been integrated.

B. Risks

The expected performance of this Project would be markedly reduced by an eventual insufficient commitment of Ugandan partners to provide human resources and the necessary recurrent expenses, to secure the functioning of facilities set up in the framework of the Project (Reference Centres, Economic and Trade Information System, etc.). The improvement of the business environment could be seriously hampered by the unavailability of trainers and resource persons (to carry out local sensitization workshops and legislation adjustment, etc.). Such an enhanced environment would be conducive to the development of exports and to better exploitation of new market access opportunities, resulting from the multilateral trading system.

In case difficulties in the access of export firms to financial resources and export credit had to continue, or the rise in cost of export financing persisted, the results of this Project could also be adversely affected. Thus, export-oriented investment would not be strengthened and promotional activities would not be firmly based on availability of competitive export supplies.

Within the scope of the third objective, an insufficient acknowledgement by private enterprises of the opportunities resulting from the improved market access conditions, could extinguish or reduce their need to formulate and adopt sectoral strategies. These strategies are needed for each major product group, displaying comparative advantages for the country.

VII. EVALUATION AND REPORTING, PROJECT REVIEW

The Project implementation and results will be assessed twice during the lifetime of the Project, by the three parties concerned in its implementation, namely the Government of Uganda, the donor, or community of donors, supporting the Project, and the three executing organizations (ITC, UNCTAD and WTO). The common evaluation procedures of WTO, ITC and UNCTAD will be applied. Contacts will be established with Uganda authorities to conduct these evaluation missions at mid-term and at the end of the Project. Evaluation reports should highlight the results achieved and recommend further action, where necessary. The Project budget contains financial provision for these two evaluation missions.

In the event that modifications are required to the present Project document, subsequent to a change of the context or new findings, or for any other reason, as deemed necessary, tripartite reviews will be organized, to discuss and introduce such modifications, including their possible implications for the budget of this Project. The tripartite review will be performed by (i) the Government of Uganda or the Steering Committee, in charge of following up the execution of this Project; (ii) the donor, or community of donors, supporting the Project; and the three executing organizations, namely, ITC, UNCTAD and WTO.

VIII. RESOURCE ALLOCATION AND PROJECT BUDGET

A. Budgetary Allocation of Resources by WTO

(In US\$, 1997-1999)

Item	1997	1998	1999	2000	Total
Missions and specialized workshops	15,000	15,000	5,000		35,000
Training of trainers	20,000				20,000
Training materials, incl. documentation	4,000	1,000			5,000
Technical missions in relation to the follow-up of training of trainers programme		5,000	5,000		10,000
Contingency	3,000	4,000	3,000		10,000
Total	42,000	25,000	13,000	0	80,000

B. Budgetary Allocation of Resources by UNCTAD

(In US\$, 1997-2000)

B/L	Item	1997		1998		1999		2000		Total	
		UNCTAD		UNCTAD		UNCTAD		UNCTAD		UNCTAD	
		m/m	US\$	m/m	US\$	m/m	US\$	m/m	US\$	m/m	US\$
11.01	Management and coordination										
13.01	Administrative support										
15.01	Travel of regional adviser										
16.01	Official travel		2,500		10,000		10,000		2,500		25,000
16.02	Evaluation				10,000				10,000		20,000
17.01	National consultants			4.00	14,000	8.00	32,000	4.00	18,000	5.00	64,000
18.01	International consultants			5.25	73,500	4.00	56,000			9.25	129,500
21.01	Sub-contracting										0
32.01	Group training		11,800								11,800
33.01	National symposium				3,500						3,500
41.01	Expendable, incl. documentation		2,400		3,600		800		700		7,500
42.01	Equipment and non-expendable						15,000				15,000
51.01	Operation and maintenance						3,500		3,500		7,000
52.01	Reporting				1,000		1,000		1,000		3,000
53.01	Miscellaneous and reserves		557		3,515		3,824		1,379		9,275
56.13	Operating cost		2,243		15,485		15,876		4,820		38,425
	Total	0.00	19,500	9.25	134,600	12.00	138,000	4.00	41,900	5.25	334,000

C. Budgetary Allocation of Resources by ITC

(In US\$, 1997 - 2000)

B/L	Item	1997		1998		1999		2000		Total	
		m/m	US\$	m/m	US\$	m/m	US\$	m/m	US\$	m/m	US\$
11.01	Management and coordination	1 00	14,300	4.00	58,400	4.00	59,600	10.00	15,200	10.00	147,500
13.01	Administrative support	1 00	1,500	4.00	7,000	4.00	8,000	10.00	2,250	10.00	18,750
15.01	Travel of regional adviser + project		6,000		26,440		14,480		6,500		53,420
16.01	Official travel		2,500		7,000		6,000		2,000		17,500
16.02	Evaluation				6,700				6,800		13,500
17.01	National consultants	1 50	4,500	6.75	23,625	2.25	21,000	2.25	10,125	15.75	59,250
18.01	International consultants	1 50	27,750	6.75	128,250	2.25	82,875	7.75	35,000	14.25	273,875
21.01	Sub-contracting		4,500		26,500		7,500		3,000		41,500
32.01	Group training		15,400		53,250						68,650
33.01	National symposium				6,000						6,000
41.01	Expendable, incl. documentation		1,500		10,000		3,500		2,500		17,500
42.01	Equipment and non-expendable				15,500						15,500
51.01	Operation and maintenance				2,760		2,766		2,432		7,958
52.01	Reporting		930		1,700		1,700		1,700		6,030
53.01	Miscellaneous and reserves		3,863		16,787		9,393		3,997		34,040
	Subtotal		82,743		389,912		216,814		91,504		780,973
56.13	Operating cost		10,757		50,688		28,186		11,896		101,527
	Total	5 00	93,500	1.50	440,600	7.50	245,006	10.00	103,400	50.00	882,500

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