

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

<i>Project elements</i>	<i>WTO</i>	<i>UNCTAD</i>	<i>ITC</i>	<i>Government</i>	<i>Institutions and enterprises</i>
<b>FIRST OBJECTIVE: NATIONAL CAPACITY FOR UNDERSTANDING MTS AND ITS IMPLICATIONS FOR UGANDA</b>					
<b>1. Output 1.1 The Inter-institutional Committee to follow-up the Uruguay Round Agreements strengthened</b>					
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	
f) Foster and support participation, to subregional meetings, of members of the Inter-institutional Committee.		Documentation		Recurrent charges	
<b>2. Output 1.2 Customs administration strengthened in customs matters related to the Uruguay Round Agreements</b>					
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	

<i>Project elements</i>	<i>WTO</i>	<i>UNCTAD</i>	<i>ITC</i>	<i>Government</i>	<i>Institutions and enterprises</i>
c) Provide assistance on any legal matters relating to regional integration or free-trade areas.	Official missions	Official missions		Recurrent charges	
<b>3. Output 1.3 Reference Centres on the multilateral trading system established</b>					
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
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
<b>4. Output 1.4 National training capacity in MTS issues reinforced</b>					
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		
<b>5. Output 1.5 Strengthened negotiating capacity to handle the built-in agenda in the various Uruguay Round Agreements</b>					
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	
<b>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</b>					
a) Organization of two general seminars	Official missions	Official missions	Nat. Consultant (0.5 w/m)	Recurrent charges	Recurrent charges
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

Project elements		WTO	UNCTAD	ITC	Government	Institutions and enterprises
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	
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 maximise 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	