

FIGURE 2B: TRADE POLICY IMPLEMENTATION MATRIX

The policy implementation matrix presents an analysis of key issues in trade development, relevant objectives and targets for the trade regime and activities necessary to achieve those targets. The presentation includes the timing, sequencing of activities and allocation of responsibilities amongst facilitators (Government institutions) and implementers (private sector). Programmes for the implementation of the National Trade Policy, 2003, reflecting issues raised in this matrix are being designed in the aftermath of policy approval. One of the priority measures is the establishment of a cross-sectoral institutional framework to oversee the process of consensus building on implementation, in the form of a Trade Support Network. The key features of such a network is close public-private sector partnership, focus on product and market development as well as export promotion and facilitation issues and effective coordination through an Export Development Council.

No.	Subject Issue	Objectives	Targets	Priority Activities	Bench marks	Responsibility
1.	Improvement of Macro Economic Environment	Maintain and sustain: 1. Macro-economic stability; 2. Prices and exchange rate stability; 3. Lower fiscal deficit, inflation, BOP deficit; and; 4. Good governance.	1. Low inflation, stable interest and exchange rates; 2. Link and rationalise the two revenue system (local and central government) 3. Good governance, and; legal and institutional framework			MF, BoT and PORALG (President's office, Regional Administration and Local Government).

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2.	Enabling Business Environment	Attain goals specified in BEST Programme	<ol style="list-style-type: none"> 1. Improve rules and regulations for a conducive business environment; and 2. Aim at better and necessary regulation 	Implement BEST Programme	Time Frame given in “BEST” program	PMO, POPP, MIT, MJCA, TRA and the Private Sector
3.	Competition Policy and Law	Create conducive environment for fair competition under a fully liberalized economy with free access to new entrants.	<ol style="list-style-type: none"> 1. Update trade laws underlying effective consumer protection in a market economy; 2. Create awareness of the Fair competition Act of 2000 among consumers & other stakeholders 	<ol style="list-style-type: none"> 1. Eliminate restrictive business practices. 2. Enact Laws related to competition policy eg. anti-dumping and other trade laws. 		MIT, FCC, EWURA, SUMATRA and other regulators

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4.	Human Skills Development	Create an adequate pool of trainable manpower and skilled professionals to meet demands for an internationally competitive environment	<ol style="list-style-type: none"> 1. Raise the gross and net enrolment ratios for primary and secondary education to comparative average levels in LDCs and SSA; 2. Increase quality of education at all levels; 3. Increase enrolment in tertiary and University Education levels 4. Double intake into public universities as an emergency measure 	<ol style="list-style-type: none"> 1. Introduce courses and curriculum on trade development in tertiary schools and University to include trade policy & theory QM, econometrics, research methods 2. Capacity building on trade issues for MIT and other relevant ministries. 		ME, MSTHE

No.	Subject Issue	Objectives	Targets	Priority Activities	Bench marks	Responsibility
5.	Hard Infrastructure (Transport and Communication Systems)	Efficient and competitive transport and communication system with the objective of developing the twin roles of communication sector as facilitator of the productive sector and that of offering services as a tradable export product through promotion of transit trade:	<ol style="list-style-type: none"> 1. Continue with initiatives to expand capacity and outreach of transportation and communications networks. 2. Modernize and initiate measures to lower costs and reduce tariffs to competitive levels. 	<ol style="list-style-type: none"> 1. Initiate a study on the transport constraints facing major export products such as coffee, cotton. 2. Establishment of storage facilities and refrigeration for fresh export products. 3. Establish data base on trade in services and improving connectivity. 	Continuous	MCT, TRC, THA, SECTOR, NGO, CBOs

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6.	Hard Infrastructure (Utilities; Water and Power)	To reduce cost of power while increasing reliability of supply and outreach of coverage of power and water.	<ol style="list-style-type: none"> 1. Operationalization of EWURA regulatory agency; 2. Map out a framework strategy to attract private capital into energy and water supply 	Lower energy tariff rates to regionally competitive levels	By 2006	MEM, PoPP MLWD
7.	Soft Infrastructure (Finance and Insurance)	<p>Consolidation of financial sector institutions and deepening of financial instruments.</p> <p>Micro-enterprise Financing & Term Finance for SMEs</p> <p>Improve access for micro enterprises by improving</p>	<ol style="list-style-type: none"> 1. Improve financial sector discipline through effective legal recourse on contractual default 2. Achieve commercial justice delivery through widening outreach of commercial court over time and space and implementing BEST program component 	<ol style="list-style-type: none"> 1. Put in place a friendly legal and regulatory framework consistent with the prudential norms. 2. Institutionalise women and youth schemes and 'credit' widen their outreach. 	2001-2005	MF, BOT, MJCA, Judiciary and the Private Sector

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		commercial dispute resolution to lower high risks in lending due to culture of default.	<p>on Commercial justice delivery.</p> <p>3. Empowerment of youth and women</p> <p>4. Encourage establishment of Term Finance banks, community banks, and Rural Development banks.</p>	<p>3. Establish export credit fund and specialized export-import Credit Banks.</p> <p>4. Introduce non-collateral lending facilities for SMEs.</p> <p>5. Establish legal framework for leasing.</p>		
8.	Electronic Commerce	Build capacity to enable Tanzania to use e-commerce for expansion of trade	<p>1. Development of adequate telecom infrastructure to ensure connectivity at affordable costs.</p> <p>2. Establishment of conducive legal framework covering e-commerce including issues covering taxation and duties in e-commerce.</p>	<p>1. Create awareness on importance of e-commerce and introduce it in rural sector and industry.</p> <p>2. Encourage and initiate establishment of telecommunication centres internet services for exporters.</p>		MCT, PoPP, other Government bodies and the Private Sector

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9.	Consulting Services	1. Development of a competitive domestic consulting industry.	1. Development of a competitive domestic consulting industry; 2. Ensure inclusion of local firms in government award of consulting assignments	1. Make it mandatory for foreign consultation firms to work with local based consultants. 2. Establish data base on consultancy.		
10.	Travel & Tourism Services Industry	Development of infrastructure in hospitality industry and ground services	1. Achieve world class standard in hospitality industry and services to serve as a marketing tool in attracting larger inflows of tourist visitors;	1. Put in place incentive to attract high-class investments in tourism.	Continuous	MNRT and the Private Sector

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11.	Intellectual Property Services (TRIPS)	Protection of Tanzania intellectual property rights and copyrights.	<ol style="list-style-type: none"> 1. Make aggressive use of geographical indications to create awareness among consumers; and, 2. Proprietary protection of geographic indications, traditional knowledge and genetic resources in context of WTO. 	<ol style="list-style-type: none"> 1. Put in place legislation on geographical indications e.g. Mt. Kilimanjaro and Serengeti Park; and, 2. Accede to the Biological Convention of 1992. 	Continuous	MIT
12.	Trade Support Network for Trade Development	To transform Tanzania into a competitive economy based on export-led growth strategies in five years	<ol style="list-style-type: none"> 1. Attain annual threshold of US\$ 1.7 billion in export earnings; 2. Achieve and sustain 13-15% growth rate of trade; 3. Increase share of 	<ol style="list-style-type: none"> 1. Establish an effective Trade Support Network 2. Lower and unify tariffs and remove NTBs. 3. Undertake export 		Economic Sector Ministries; (Agriculture, Industry, Tourism), Mining and the Private Sector

No.	Subject Issue	Objectives	Targets	Priority Activities	Bench marks	Responsibility
			export in GDP to 25% per annum; 4. Two-fold increase in manufactured exports; and 5. Reverse decline in import coverage of exports 6. Raise economic openness index rating	development, promotion and facilitation 4. Product adaptation and diversification. 5. Attract investments into EPZ 6. Re-instate commercial representatives in embassies in 2003		

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13.	Regional Trading Arrangements (RTA)	Capacity building for effective participation / negotiation for both public and private sectors.	<ol style="list-style-type: none"> 1. Reduce trade imbalances with regional partners. 2. Become a regionally competitive economy. 	<ol style="list-style-type: none"> 1. Identify potential regional export opportunities 2. Build capacity to access and take advantage of such opportunities 		MIT, MFAIC, MoF, TPSF, and Sectoral Business Associations
14.	WTO and the Multilateral Trading System (MTS)	Gainful and beneficial participation and integration into the global economy.	<ol style="list-style-type: none"> 1. Securing market access in the world market. 2. Ensure development of rule-based trading system for defending Tanzania's commercial interests. 	<ol style="list-style-type: none"> 1. Obtain and circulate all essential WTO documents to the private sector business associations TPSF, TCCIA, CTI, etc. 2. Build public and private sector analytical capacity and negotiating skills. 3. Align legal & regulatory framework to WTO rules. 	Immediate	MIT, MJCA, MAFS, MoF, MFAIC, Relevant Ministries and the Private Sector.

No.	Subject Issue	Objectives	Targets	Priority Activities	Bench marks	Responsibility
15.	Globalisation and Liberalisation	Adapt and take advantage of technological developments and new products	<ol style="list-style-type: none"> 1. Support to private sector to enhance productivity and increase quality in production and delivery 2. Identify and develop entry strategies for new markets 	<ol style="list-style-type: none"> 1. Build capacity to access and take advantage of emerging opportunities. 2. Identify potential export opportunities in the region. 		Sectoral Business Associations
16.	Environmental issues	Environmental sustainability	Integration of the development and environmental agenda through consideration of environmental aspects in all programs and projects	Undertake awareness campaigns on environmental requirements in export markets		Sector Ministries NEMC, Private Sector
17.	Cross cutting issues	Address general issues of concern such as gender, HIV / AIDS etc.	<ol style="list-style-type: none"> 1. Resolve gender imbalances and ensure inclusion 2. Restrain the threat of HIV / AIDS 	<ol style="list-style-type: none"> 1. Promote gender empowerment 2. Widen outreach of participation in economic activity 3. Change of social behaviour to fight AIDS 		Whole Society