

Ref: NXCWG0898

Terms of Reference

POST TITLE:	Uganda 2 nd National Export Strategy (NES)
NATURE OF PROJECT:	Advisory
LOCATION:	Uganda
DURATION:	80 consultant days over a period of March to October 2015
CLOSING DATE:	26 February 2015
RESPONSIBLE TO:	Trade Adviser
Fee:	All inclusive fee of £38,000 (covering professional fee, subsistence, international travel and miscellaneous travel cost).

1. Background

The Commonwealth Secretariat is supporting the Government of Uganda (GoU) through the Uganda Export Promotion Board (UEPB) to develop Uganda's 2nd National Export Strategy (NES) 2015-2019.

Uganda's first National Export Strategy (NES) covering the period 2008-2012, was officially launched by the Ugandan President on 7 October 2007. The NES vision for the first NES was the creation of a 'dynamic and competitive export driven economy for national prosperity and development.' The 2nd NES will likely follow a similar vein with the key objective of increasing the competitiveness of Uganda's exports in the global marketplace. Other objectives to be considered during the design process are:

- a) To increase the contribution of exports to the economic and social transformation of Uganda by focusing on wealth creation, prosperity for all, employment generation, gender equality and regional development.
- b) To increase the value and diversification of exports, contributing to a more diversified export earnings base.
- c) To enhance the competitiveness of Uganda's exports through developing supply side capabilities; improving the quality of the business operating environment; reducing the cost of doing business; and enhancing demand side conditions through improved marketing support and branding.
- d) To enhance coherence of export support policies, improve institutional coordination and strengthen the capacity for export support institutions to effectively provide adequate services to the export sector, increasing exporters' competitiveness in global markets.

The 2nd National Export Strategic document will provide an agreed and transparent roadmap for the export sector to flourish through operationalization of the document's Strategic Action Plan.

The Commonwealth Secretariat assisted UEPB/GoU to undertake a review of NES 2008-2012 performance in 2011 and found that whilst there had been some discrete achievements, (in terms of interventions undertaken) overall the NES had under performed. A number of *lessons learnt* were identified through the review process which will be carried through to the design of the 2nd NES. Lessons learnt include:-

- Focusing on fewer export sectors and cross-cutting issues that can be coordinated effectively using the capacity and resources available.
- Clarity in financing of the NES at the design stage, prior to launching of the strategy is critical to its success.
- Articulation of roles of coordinating and implementing organisations and supporting the development of their capacity is a necessary condition for success.

Uganda is a founding member of the East Africa Community (EAC). A recent GDP rebasing exercise, increased the country's GDP by 13.1 per cent, which alongside Kenya's earlier rebasing has significant implications for the market size of the EAC and improves coverage of economic activities in the economy. Uganda's National Development Plan (NDP) 2010/11 - 2014/15 sets a target to achieve middle-income status within 30 years, access to larger regional markets will probably be an important factor in how closely that target may be met. The recent discovery of oil resources in the country has further heightened government focus on developing downstream economic activities and the development of a conducive business operating environment. Uganda's negative movement on the World Bank Doing Business Survey suggests critical enabling factors remain to be addressed. Uganda is currently ranked at 150 down on its 2014 ranking of 132.

2. Scope of Work

The consultant is expected to provide leadership and technical inputs to facilitate the NES process, including taking overall responsibility for drafting final reports. Elements of the scope of work may be undertaken concurrently, as necessary.

Stage 1: Diagnostics and Strategy Development

- a) Analyse the country's export environment and identify the critical factors impacting Uganda's medium and long term export prospects. Relevant gender and youth empowerment issues that should be taken into account to ensure equitable access to export opportunities.
- b) Using appropriate criteria identify priority products and services, map linkages and identify strategic points where value may be maximised and export competitiveness increased.
- c) Facilitate sector meetings/workshops in Kampala and selected regions to build consensus on emerging priorities.

- d) For the prioritised products and services, conduct a robust market assessment to identify key drivers of competitive advantage, target markets, main competitors and recommend appropriate market entry strategies for each product.
- e) Develop key objectives and targets for the priority areas over the strategy period.
- f) Produce draft NES background short papers, as may be required, at the respective stages of NES development to support stakeholder analysis. Work closely with the UEPB to prioritise sectors/cross-cutting issues and identify stakeholders.
- g) Define Action Plans for each priority sector and cross-cutting issue, to include measureable interventions baseline data, owner/implementing agency, resource requirements, expected timeline, risks, etc.,) that can be implemented by 2019.
- h) Prepare and present the draft NES and Strategic Action Plan at a national consultative symposium (see Stage 2: d below).
- i) Incorporate feedback from national consultations into the final NES and Action Plans.
- j) Prepare a presentation on the NES, to support UEPB/Ministry of Trade, Industry and Cooperatives engagement with donor working groups, members of Parliament and other key stakeholders to secure buy-in and contributions towards the NES and implementation plan.
- k) Submit the final NES document and Action Plans.

Stage 2: Implementation, Monitoring and Evaluation

- a) Develop a mechanism to monitor the implementation of the strategy, including templates to be used by implementing agencies.
- b) Work with key implementing agencies to develop detailed action matrices to support implementation. This will entail integrating discrete activities into organisational work plans.
- c) Develop an annualised implementation plan for the strategy period.
- d) Present the draft implementation plan to stakeholders at a national consultative symposium.
- e) Submit the final Implementation Plan

3. Key Deliverables / Outputs

- Inception Report following the first mission to Uganda, within 6 weeks of signing the contract. (To include a situation report, work plan and draft layout of the NES)
- A Progress Report, which covers progress made under Stage 1 tasks b-f of the Scope of Work, delivered after 12 weeks.
- Draft NES document and Strategic Action Plans to be presented at a National Consultative Symposium by week 18.
- The final draft NES document and Strategic Action Plan by week 24.
- The final draft Implementation, monitoring and evaluation framework with clear indicators, baselines, targets, timelines with accountable officers indicated by week 28.
- Launch of the NES 2015-2019 by week 32.

4. Approach and Implementation Arrangements

The project will be supervised by the Trade Adviser, Commonwealth Secretariat. The Uganda Export Promotion Agency (UEPB) has been designated as the NES Secretariat and will be the main client for this project. UEPB will provide office space, organise meetings with stakeholders and provide administrative support. Technical oversight and support will be provided by the UEPB and the MTIC. The consultant(s) is expected to work closely with the UEPB in order to encourage local ownership and ensure the cross-fertilisation of ideas.

The assignment will be delivered through a stakeholder-driven approach. The consultant(s) is expected to work closely with stakeholder teams in designing the strategy. Stakeholder meetings will be organised at key stages of the project to obtain input, build consensus and validate key recommendations. The project will take account of key gender and youth empowerment considerations.

Qualifications:

- Post graduate qualifications in International Trade, Economics, Business or Management.

Competencies

- At least 10 years' international experience in national and/or sector strategy development for exports, preferably acquired on projects for emerging or developing economies
- Considerable expertise in the design and implementation of monitoring and evaluation (M & E) frameworks for the delivery of capacity building projects. A proven track record in supporting local institutions to utilise M & E frameworks.
- Ability to work with a broad range of stakeholders

- Good understanding of trade policy issues affecting Least Developed Countries
- Good track record of working in the African region.
- Good understanding of the policy and trade/business environment of Uganda is essential.

5. Preparation of Proposals

Proposals should clearly indicate the following:

1. Technical approach and methodology proposed to undertake activities outlined in the scope of work (Not more than 8 pages)
2. Proposed work plan and milestones
3. Proposed budget with all costs clearly broken down
4. Detailed CVs of the proposed team members
5. A breakdown of tasks and responsibilities between the team members

6. Reporting Arrangements

The successful consultant will sign a contract with the Commonwealth Secretariat which will be responsible for making contractual payments under the terms of the contract.

7. Budget

An all-inclusive budget of £38,000 has been allocated for consultancy services which will cover professional fees, daily subsistence allowance, local travel and economy class international air fares to Uganda. Costs for stakeholder consultations and document production of the NES document will be covered separately.