

TABLE 10 ACTION MATRIX
Policy Actions to Enhance Competitiveness

Objectives	Type of Action	Agencies Responsible / External support	Time frame
1. Lower costs of imports so as to reduce the anti export bias in the import regime	<ul style="list-style-type: none"> - Adjust the IMF system so that importers with good taxpayer's track record are exempted from the IMF, while the IMF for other importers can be increased to say 7 percent. - Revisit the necessity of levying a Statistical Tax separately from the import tariff. - Make the duty drawback system operational 	Ministry of Finance	Fiscal 2002
2. Improve the investment climate to attract FDI	Review the Investment Code to eliminate fiscal incentives that should be granted through the normal fiscal legislation; before this drastically reduce or eliminate the tariffs on capital goods and intermediate goods.	Cabinet of Ministers, with Ministry of Finance in the lead	2002
3. Make credit available at reasonable cost.	Launch an in depth study of the financial sector so as to prepare an Action Plan to grant greater access at reasonable cost to private sector operators.	Central Bank	2002
4.Reduce cost of production			
<ul style="list-style-type: none"> • Telecommunications 	<ul style="list-style-type: none"> - Investigate whether granting a new mobile license could help in reducing communications costs. 	Ministry of Telecommunications with support of the ongoing loan from the World Bank	2002
<ul style="list-style-type: none"> • Road Transport 	<ul style="list-style-type: none"> - Implement the road construction and rehabilitation program, in particular the roads Nouakchott-Nouadhibou and Rosso- Boghe. - Ensure that the monopoly of road transport is effectively implemented. 	Ministry of Transport. Further financing of these projects need to be finalized with donors	Approach Consultative Group in December 2001.
<ul style="list-style-type: none"> • Airport 	<ul style="list-style-type: none"> - Realize the project of building new airport with cost storage facilities in Nouakchott. 		
<ul style="list-style-type: none"> • Ports 	<ul style="list-style-type: none"> - Prepare a feasibility study for the upgrading of the port in Nouadhibou to permit transshipment of fish catches and provide good services to the artisanal fishery sector. 	Ministry of Transport, financing plans need to be finalized with donors.	2002
		Ministry of Transport, Ministry of Fisheries and Marine Economy	2002

Trade Facilitation: Customs

Objectives	Type of Action	Agencies Responsible / External support	Time frame
1. Trade facilitation needs top level support from Government	<ul style="list-style-type: none"> - Create a Steering Committee (endowed with a Secretariat) with representation of public and private sector, to provide top -level support to the proposed reforms, to coordinate overall customs reforms and ensure that it focuses on trade facilitation. - Set up a monitoring mechanism 	Ministry of Finance	Before the end of 2001
2. Ease customs procedures so as to reduce the cost on importing and exporting	<ul style="list-style-type: none"> - Review the paper flow and commit to a simplification through (i) introduction of Electronic Data Interchange (EDI), (ii) align paper flow with modern trade practices as reflected in the ASYCUDA programs, (iii) introduce greater selectivity in controls by introducing a Green and Red Channel and by ensuring Green Channel treatment to enterprises that have entered into a “honesty contract” with customs. 	<ul style="list-style-type: none"> - Ministry of Finance - - - - Federation of Employers (CGEM) 	First semester of 2002
3. Reduce revenue leakages through better management of the special import regimes.	<ul style="list-style-type: none"> -Ensure that Government pays duties on its imports financed through grants and loans. ▪ Revise the tariff structure and the Investment Code so as to lower rates on capital and intermediate goods and eliminate any tariff advantage in the Investment Code -Eliminate exonerations given to SNIM and adjust if needed the profit transfer mechanism to the budget. -Customs Department should set up a monitoring system to follow remaining exonerations granted. 	<ul style="list-style-type: none"> - Ministry of Finance - Prime Minister 	2002
4. Ensure that customs values are correctly assessed, also following the commitment to adhere to the WTO customs valuation principles	<ul style="list-style-type: none"> - Make an independent audit to make better use of the services of SGS and issue instructions to implement audit results. Focus on obligations to issue value certifications in country of export and to enact a reconciliation procedure (between value of SGS and value used in calculating the duties due) - Use findings for negotiation of new contract with PSI company. - Prepare for the introduction of the WTO customs valuation: adjust legislation, trains staff, redirect procedures, etc. 	<ul style="list-style-type: none"> - Ministry of Finance, - Department of Customs - SGS 	Audit starts before end 2001 New Contract in 2002
5. Strengthen the Customs Department to enable it to implement a well designed action plan	<ul style="list-style-type: none"> - Prepare a business plan for Customs Department with well-defined organization and responsibilities; enter into clear contracts on deliverables and performance inside the organization. - Develop an appropriate program for human resource development. - Endow the Customs with adequate budgetary resources to implement above plans - Prepare a Code of Conduct and have all members of the Customs Department sign on. 	- Ministry of Finance	Initiate work in 2001 and complete in first half of 2002.

Institutional Support

Objectives	Type of Action	Agencies Responsible / External support	Time frame
1. Enable Government to actively promote foreign trade in general and in the sectors of fisheries and tourism in particular	<ul style="list-style-type: none"> - Strengthen the Units inside the Government that will promote exports, fisheries and tourism. Ensure adequate personnel and budget. - Create a Unit to ensure management and follow up of Mauritania's commitments with WTO. 	<ul style="list-style-type: none"> - MCAT or other Ministry in charge of Foreign Trade and Tourism - Ministry of Fisheries and Marine Economy 	First semester of 2002
2. Improve the performance of the tourist sector according to priorities established by Government	<ul style="list-style-type: none"> - Create a National Tourist Office with dominant private sector management 	<ul style="list-style-type: none"> -MCAT - CGEM 	First semester of 2002
3. Improve the performance of the fisheries sector	<ul style="list-style-type: none"> -Create a Fisheries Promotion Center 	<ul style="list-style-type: none"> -CGEM - Ministry of Fisheries and Marine Economy. 	First semester of 2002
4. Strengthen the human resource base in the public administration and in the private sector to promote the export sector.	<ul style="list-style-type: none"> Seek ways and means to -Introduce international trade in the formal curriculum at the University and technical School. - Launch continuing education program for staff already employed in the private and public sectors 	<ul style="list-style-type: none"> - University of Nouakchott - LycéeCommercial - MCAT - CGEM - Ministry of Education 	<ul style="list-style-type: none"> - Action Plan ready first semester 2002 - Implementation starts Fall 2002
5. Enhance quality of local production to prepare it for success on the export market.	<ul style="list-style-type: none"> Launch initiatives of quality enhancement. e.g. - Perform audits of firms that are interested in improving product quality and assisting them in implementing the necessary production adjustments. - Investigate ways and means to have a quality certification program in Mauritania. 	<ul style="list-style-type: none"> - MCAT - CGEM 	2002
6. Bring local producers in contact with the export market.	<ul style="list-style-type: none"> - Ensure the continuity of CIMDET as a private sector NGO and investigate endowing it with Trace Points. 	<ul style="list-style-type: none"> - MCAT - CGEM - CIMDET 	First semester of 2002

Fisheries

Objective	Type of Action	Agencies responsible	Time Frame
1 Improve the management of fish resources so as to avoid over fishing and increase the exploitation of under-exploited species;	Establishment working groups to prepare a fisheries development strategy and an annual management plan. Plan should elaborate the future prospects for the four subsectors (cephalopods, small pelagic, artisan and specialty fishery), could be commented upon by potential donors who will be invited to help with its implementation.	Ministry of Fisheries; CNROP	Finish by March 2002
2. Make the most of fishing agreements in support of the sector development strategy	Future negotiations with the European Union and the Netherlands should be tailored to implement the sector strategy that still needs to be prepared. In the meantime, use the resources made available in the recent agreement to ensure better marine surveillance, strengthening the infrastructure, and assist the transfer of surplus EU fishing vessels to the domestic fleet.	Ministry of Fisheries; Ministry of Finance	Finish by 2005
3. Review the tax and license system to improve incentives and raise fiscal revenue	Launch a new study to revisit the present system of taxes and licenses, with a view of phasing out all export taxes.	Ministry of Fisheries; Ministry of Finance	Early 2002
4. Gradually increase the share of catches caught by locally owned or chartered vessels, and support those catching and processing technologies that optimize local value added. Also, increase local value added in the sector.	<ul style="list-style-type: none"> - Establish the requirement that domestically licensed (including the licenses libres) vessels must transfer their catch in or near the port of Nouadhibou to facilitate effective Mauritanian surveillance and custom control. - Work towards an arrangement to transfer a number of refrigerated trawlers to Mauritania, as part of the EU restructuring program of European fisheries to prepare the Mauritanian fleet to succeed in trawling deeper waters for cephalopods when the EU fleet has been fully withdrawn. - Execute a pilot project to test the feasibility of fishing and processing technologies handled by local parties recommended by the above study⁶⁴. 	Ministry of Fisheries Ministry of Finance	Finished by end 2005
5. Strengthen public sector management of the sector	<ul style="list-style-type: none"> -The Ministry of Fisheries should, drawing on past failed experiences, assess the human, institutional, regulatory and financial requirements to adequately perform its three core functions as defined in the comments above -The Ministry of Fisheries should be strengthened, especially its capacity to prepare and monitor the annual Fisheries management plan. - CNROP to give priority to activities in support of the preparation of such plans, including the publication of a list of studies in support of the plans. Evaluate the current and future responsibilities of SMCP, and assess whether they can realistically and more effectively be executed by other institutions⁶⁵. -Create a 'Fisheries Services' Fund (FSF) with dedicated resources, to ensure adequate financing of CRNOP, the surveillance functions of the <i>Delegation</i>, and the preparation of annual management plans by CNROP and the Ministry of Fisheries. Establish a FSF Board, to be 	Ministry of Fisheries;	Finish by June 2002

⁶⁴ Such pilot activity may be supported by Norway and FAO.

Fisheries			
	appointed by the Minister of Fisheries, with representatives of CNROP, the <i>Delegation</i> , customs, the Fisheries Federation, and the Ministry		
6 Mangle fish markets to increase the prices obtained from fish exports.	Establish a small, high level, working group to negotiate with Morocco a strategy and the <i>modus operandi</i> for the joint marketing of octopus in the Japanese market. Similarly study alternatives to current arrangements for marketing frozen blocks of small-pelagics from Mauritania in West Africa	Ministry of Fisheries; Ministry of Foreign Affairs	Finish by June 2002 (or the Japan market) and December 2002 (West African market)
7. Better involve the private sector in the definition and implementation of the fishery sector development plan	<p>Establish a small working group to review and define the future working relationship between the Ministry and the private sector, and identify specific areas of cooperation.</p> <p>Create a private sector run Centre de Promotion des Produits de la Pêche Mauritanienne to take over the commercial promotion from the Société Mauritanienne de Commercialisation des Produits de la Pêche (SMCP).</p>	Ministry of Fisheries. National Fisheries Federation	Finish by June 2002
8. Provide essential infrastructure	<p>Evaluate investment projects and related technical assistance based on detailed economic evaluations. Provide an annual update of these retained investment projects yearly development budget. Look for financing.</p> <p>Give special attention to: (i) limited expansion of the existing fishing port of Nouadhibou, deepening of the access channel and removal of some 60 wrecks; (ii) construction of the Nouadhibou-Nouakchott road; (iii) construction of port capacity in Nouadhibou to handle small-pelagic fish and (iv) Evaluation of the feasibility of the construction of a new fishing port at Nouakchott to service coastal and artisan fisheries.</p> <p>Hand over port management to professional port managers, who would operate under a management contract</p>	<p>Ministry of Fisheries; Ministry</p> <p>Ministry of Fisheries; Port of Nouadhibou of Public Works</p>	<p>Finish by December 2002</p> <p>Every year's budget for the next five years.</p> <p>By June-September 2002</p>
9. Better exploit the potential of the artisanal fisheries sector	Development of a long-term development strategy for the coastal and artisanal fishing sector and 5-year investment and TA implementation plans ⁶⁶ .	Ministry of Fisheries; National Fisheries Federation	Start after re-activation of Advisory Council for Small-Scale

⁶⁵ France may support such evaluation of SMCP

⁶⁶ Such implementation plans may evaluate the technical and financial feasibility of investments and TA projects and assign priority to such activities as:

- Design, funding and implementation of future management systems specifically for coastal areas;
- Design, timing, funding and construction of infrastructure;
- Implementation of specific biological, economic and social studies;

Fisheries

	<p>- Create a Center of Fisheries Technology Development, attached to the Fisheries School and managed jointly by the school and the National Fisheries Federation. Its objective would be to work directly with private sector manufacturers and processors to develop and test new fishing technology especially for artisan and coastal fisheries.⁶⁷ This would also form the backbone of a human resource development program specifically targeting artisan fishermen.</p> <p>- Reactivate the Advisory Council for Small-scale Fisheries, with membership from the Federation, fishermen, processors and scientists to advise the Minister on the development of the artisan and coastal fishing sector, and to regularly evaluate and report on progress made</p>	<p>Ministry of Fisheries National Fisheries Federation; Fisheries School; Private Companies</p> <p>Ministry of Fisheries</p>	<p>Fisheries</p> <p>5 years minimum</p> <p>By June 2002</p>
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- Design and funding of formal, vocational and continuing education and training in coastal communities;
 - Design, testing and production of existing and newly developed fishing vessels and gear;
 - Design, testing, funding and implementation of pilot credit systems for fishing communities;
 - Design, funding and implementation of specific surveillance and control efforts;
 - Provision and funding of general public services in coastal communities.

The implementation plan should include those planned infrastructure projects already planned, which may receive financial support from Japan (two fishing villages), the *Banque Africaine de Development* (4 villages) and Spain (one village)

⁶⁷ Norway and FAO may already provide support for a pilot activity for small-pelagic fish.

Livestock

Objectives	Type of Action	Agencies Responsible / External support	Time frame
<p>1. Improve animal health -Adjust the legal framework pertaining to animal health to conform to the regional and international sanitary standards.</p> <p>-Obtain the status (granted by the OIE) of country free of sanitary problems that would prevent Mauritania to export livestock and livestock products to the EU and neighboring countries.</p>	<p>-Redraft the relevant texts (see Annex 2)</p> <p>-Strengthen the fight against “epizooties”, by providing additional financing to the REMEMA</p>	<p>-Ministry of Agriculture and Livestock (MDRE/DEA)</p> <p>-idem</p>	<p>- finish by June 2002</p> <p>- ongoing as of FY2002</p>
<p>2. Improve the information base for the sector -Ensure that the operators in the sector as well as the public sector decision makers have the necessary data to make adequate decision</p> <p>-Make commercial information available to operators in the sector</p> <p>-Preserve the institutional memory of sector information</p>	<p>-Coordinate the efforts of various agencies to ensure that adequate production and export statistics are made available to decision makers.</p> <p>-Create an entity that gathers and disseminates commercial information for the private sector operators</p> <p>-Gather the available documentation (studies and reports) on the sector so that they are available to the public at large and to the public sector decision makers</p>	<p>Office National de Statistiques (ONS), Central Bank, Ministry of Agriculture, Customs and the veterinary profession Professional Associations Ministry of Agriculture and Livestock MRDE/MAED</p>	<p>- end 2001</p> <p>- end 2001</p> <p>- end 2001</p>
<p>3. Reform the Institutions in Charge of the Sector Ensure better public sector guidance and management of the sector</p>	<p>Implement the recommendations of the forthcoming management study of the MDRE</p>	<p>MDRE</p>	<p>- Six months after completing the study</p>
<p>4. Professional Organizations Support these organizations ‘s role in promoting the development of the sector of</p>	<p>Draw on the ongoing effort to strengthen these organization financially and organizationally</p>	<p>Professional Organizations, MDRE</p>	<p>- Ongoing effort</p>

Livestock

livestock exports			
5. Stimulate export of livestock Increase export proceeds of the sector	-Install adequate infrastructure to reduce the cost of marketing livestock on the hoof to neighboring countries - Enter into bilateral negotiations with previous members of ECOWAS to provide a trading framework with these countries.	-MDRE/MCAT/MAED	- Finalize end 2001
6. Stimulate export of side products of the livestock sector Increase export proceeds of hides, leather, horn and hoofs as well as camel milk product.	-Ensure timely and efficient operation of the new slaughtering house in Nouakchott. -Assist the private sector investor who has expressed interest in investing in a tanning facility near Rosso -Assist the professional Associations in their action to improve skinning of livestock and reduce the branding of animals to improve quality of skins. -Investigate the possibility of exporting camel hides, possibly by learning from the experience of Sudan in this matter	-Municipality of Nouakchott and Professional Association of butchers -Ministry of Economic Affairs -MDRE/ FNC/ -MDRE/DEA/OSP	- By end 2001 - immediately - immediately - by end- 2001 \

Tourism

Objectives	Type of Action	Agencies Responsible / External support	Time frame
Grant tourism development high political importance and visibility, necessary to mobilize the necessary public and private resources for the sector	Prepare and endorse a Schema Directeur for the sector and provide plenty of publicity to this event	-Prime Minister's Office -Ministry in charge of tourism	- End 2001
2. Provide adequate institutional support to the tourism sector to guide it for sustainable development	<ul style="list-style-type: none"> - Establish a well staffed and equipped Unit inside a powerful Ministry in charge of tourism - Establish a National Tourism Office 	-Prime Minister's Office - idem	- End 2001 - Mid 2001
3. Improve and multiply the tourism destination to broaden the offerings	<ul style="list-style-type: none"> - Upgrade the Attar airport as well as the airport in Nema to open up additional desert routes for tourists - Consult with the Senegalese authorities about developing tourism in the Senegal River Basin and come to an operational decisions 	-Ministry of Transport (?) - Unit responsible for Tourism and the to be established NTO	- 2002 - end 2002
4. Train tourism personnel to increase client satisfaction	- Establish a program of professional training for tourism personnel (training hotel, organize local training opportunities as well as grant scholarships abroad).	- Unit responsible for tourism - ONT	- start end 2001 and ongoing
5. Design and implement a marketing plan to determine the target markets and the most efficient marketing tools	<ul style="list-style-type: none"> - Improve on the present marketing plans targeting the existing clientele - Prepare marketing plans for the new markets and new products - Promote image of Mauritania through well targeted initiatives 	- ONT - External consultants	- organize discussion with private sector operators immediately and hand over the initiative to ONT when Agency is establish
5. Preserve the cultural and natural assets, essential to tourism development	<ul style="list-style-type: none"> - Implement the various actions defined in the cultural preservation initiatives already defined. - Establish action plans for the valorization of the Banc d' Arquin and the Parc Diawling 	-Unit responsible for the tourism and ONT	- Immediately - start as soon as the Schema Directeur is issued.

Agriculture

Objectives	Type of Action	Agencies Responsible / External support	Time frame
1. Diversify agricultural production with a focus on exports of the new production	Continue implementing the PDIAM project, co financed by the World Bank, to tackle the impediments to agricultural diversification. Modify some aspects of the program to better ensure to access to financial resources of the small farmer.	-Ministry of Agriculture with the support of the PDIAM	Ongoing
2. Assure that a land tenure system in place is one that stimulates agricultural production	Review the land tenure legislation with a view of adjusting it where necessary to speed up the granting of land titles.	Ministry of Agriculture	2002
3. Reduce the costs of road transport and air transport that are crucially important cost factors in the export of agricultural products.	Improve the infrastructure as noted in the Matrix on Improving competitiveness.	Various Ministries with the Ministry for transport in the lead.	2001- and future years.
4. Draw in foreign investors so as to benefit from their expertise, investment and market knowledge	Present the possibilities of investing in the agricultural sector to potential investors, including those in the sub region (Morocco),	Ministry of Agriculture, Ministry of Finance ITC /FIAS	2002 and ongoing
5. Ensure that the trade liberalization in the rice sector keeps pace with the possibilities of agricultural diversification	Undertake a realistic study of the timetable that is compatible with successful agricultural diversification and the further reduction of protection of the rice sector.	Ministry of Trade, Ministry of Finance, Ministry of Agriculture.	Immediately