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**Master's Thesis of International Studies  
(International Commerce)**

**Trade Promotion Organisations (TPOS)**

**And Foreign Trade:**

**A Case for Korea Trade-Investment Agency (KOTRA)  
and Uganda Export Promotion Board (UEPB)**

August 2021

Development Cooperation Policy Program  
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**Trade Promotion Organisations (TPOs) and  
Foreign Trade:**

**A case for Korea Trade-Investment Agency (KOTRA)  
and Uganda Export Promotion Board (UEPB)**

A thesis presented

By

**BALUKU Ronald**

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of the requirements for the degree of  
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# **ABSTRACT**

Trade Promotion Organizations and Foreign Trade:

A case for Korea Trade-Investment Agency (KOTRA and Uganda

Export Promotion Board (UEPB)

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The International Trade Center (ITC) was created by the United Nations (UN) under the support, protection and backing of the conference on trade and development and the general agreement on trade and tariffs of the UN and World Trade Organisation (WTO) which emerged from the General agreement on Tariffs and trade. The intention was to help developing countries to develop exports that are competitive on the international market. In the initial days, the ITC committed on the provision of information about markets but later expanded its reach to incorporate a diversity of development activities ranging from

institutional building, human resource development and educational sessions aimed at trade promotion.

The ITC strongly recommended for the creation of TPOs in an effort of increasing export volumes from developing countries. Majority of these Trade Promotion Organizations are state controlled that are mandated with carrying Market research studies, Market scooping studies, surveys, market intelligence, promote trade and investment among others.

It has widely been agreed upon that TPOs are engines for promoting trade through exports. However their significance differs depending on different countries' economic policies. In this case it will be a Comparison analysis between Korea Trade Promotion Agency (KOTRA) and the Uganda Export Promotion Board (UEPB). The researcher reviewed the conditions necessary for the establishment of a successful TPO, putting emphasis on what they are supposed to do in relation to foreign trade and the best practices that TPOs in low developed countries can learn from TPOs in developed countries. It's also important to know how effective and efficient these TPOs can be in promoting international trade in these complex times of the 21<sup>st</sup> Century.

**Keywords:** Trade Promotion Organisations, Trade Promotion, Foreign Trade

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## LIST OF ACRONYMS

COMESA:	Common Market for Eastern and Southern Africa
DAC:	Development Assistance Committee
EAC:	East African Community
EPA:	Export Promotion Agency
EU:	European Union
FDI:	Foreign Direct Investment
GATT:	General Agreement on Tarrifs and Trade
GDP:	Gross Domestic Product
GoU:	Government of Uganda
ICT:	Information Communication Technology
ITC:	International Trade Centre
KBC:	Korea Business Centre
KISC:	Korea Investment Service Centre
KITA:	Korea International Trade Association
KOTRA:	Korea Trade- Investment Agency
LAC:	Latin America and the Carrebean
LDC:	Least Developed Countries
LIC:	Low Income Countries
MDAs:	Ministries, Departments and Agencies
MENA:	Middle East and North Africa
MOCI:	Ministry of Commerce and Industry
OECD:	Organisation for Economic Cooperation and Development
SSA:	Sub-Saharan Africa
SWOT:	Strengths, Weaknesses, Opportunities, Threats.
TPO:	Export Promotion Organisation
UEPB:	Uganda Expot Promotion Board
UEPC:	Uganda Export Promotion Council
UIA:	Uganda Investment Authority
UN:	United Nations
UNCTAD:	United Nations Conference on Trade and Development
US:	United States
WB:	World Bank
WTO:	World Trade Organisation

# CHAPTER I: INTRODUCCION

## 1-1 Background of the Study

The International Trade Center (ITC) was created by the United Nations (UN) under the support, protection and backing of the conference on trade and development and the general agreement on trade and tariffs of the UN in 1964 and World trade Organisation (WTO) which emerged from the General agreement on Tariffs and trade. The intention was to help developing countries to develop exports that are competitive on the international market. In the initial days, the ITC committed on the provision of information about markets but later expanded its reach to incorporate a diversity of development activities ranging from institutional building, human resource development and education sessions aimed at trade promotion.

The ITC strongly recommended for the creation of TPOs in an effort of increasing export volumes from developing countries. Majority of these Trade Promotion Organizations are state controlled that are mandated with carrying Market research studies, Market scooping studies, surveys, market intelligence, promote trade and investment among others.

Scarcity of resources, lack of enough knowledge about markets in foreign countries are common challenges of most potential exporters and producers in mant developing Countries. Its against this background therefore that these potential exporters need support and evidence based guidance when they make a shot at exporting in their linitial

stages into the World market. It has widely been agreed by most scholars that TPOs are drivers and engines of trade promotion between and among countries by being links to new markets for their clients. Since learning never ends and the World is rapidly globalizing, long serving exporters with vast experience can be beneficiaries of the services offered by these TPOs. (Giovannucci 2000 ). Although developing countries embraced the idea of establishing TPOs in an effort of increasing exports abroad. Many of there objectives were not achieved. (World Bank, 1992). Many scholars have based on such studies of the World Bank (WB) to suggest better ways on how these TPOs can work efficiently and effectively well. It should be noted that TPOs can save exporters a lot of losses especially when it comes to provision of foreign market intelligence and identification of new markets among others hence propelling export trade volumes.

Different countries have different forms of TPOs. Developed countries' TPOs may be bigger and having networks all over the World, having highly professional staff, using sophisticated sytems in their operations etc copmpared to TPOs in developing and least developed countries that may just have only one office in their country but without extensive networks, under staffed among others.

## **1-2 Significance and Objectives of the Study**

The research will majorly help in finding out how effective and efficient TPOs are in promoting international trade especially in the 21st Century. Trade in the 21st Century is becoming complex, therefore there is need to establish whether TPOs can still play a critical role in this digital era in promoting international trade.

The study will also help in finding out whether, what worked for or what is still working for Countries like South Korea can work for a low developed Country like Uganda. Sometimes imitations have worked and in certain cases it has failed. Therefore with a comparative analysis between KOTRA, UEPB and other successful TPOs around the World, we shall get to find out whether imitation really works or whether least developed Countries should follow their own path.

The research will help in identifying best practices the least developed Countries like Uganda can adopt from the TPOs in developed Countries. This will also include the functions of TPOs and the conditions necessary for a successful TPO.

### **1-3 Overall Purpose**

To find out how effective and efficient TPOs are, in promoting foreign trade between and among Countries.

### **1-4 Research Questions**

1. What are the conditions necessary for a successful TPO?
2. Does imitating what TPOs in developed Countries do by developing or least developed Countries necessarily deliver results or least developed Countries should adopt their own ways?
3. Are there any best practices that can be adopted by TPOs in the new trade context of the 21st Century?

## **1-5 Definitions of Terms**

TPOs: These are formal or informal organized groups or agencies that are engaged with trade promotion both local and international level within Government and the private sector.

Low Developed Countries: These countries with low standards of living characterized by low economic growth and are very vulnerable to a series of shocks. (UN Dept of Economics)

Trade Promotion: This can be understood as a marketing strategy of popularizing products in a market setting.

Developed Countries: These are countries with a high Economic growth characterized by high gross domestic product (GDP), high gross national product (GNP), high per capita income coupled with high levels of industrialization, improved standards of living among others.

Trade Context of the 21st Century: High levels of globalization and technological advancement. (Graduate institute of International and development studies)

## **1-6 Anticipated Problems and Limitations**

One Major limitation I faced was that, most offices were closed and accessing people to interview was a little challenging and secondly, accessing some physical reports and other literature from KOTRA and UEPB was hard because of the lockdown as a result of the spread of COVID-19 and the distance between me and these respective organizations as huge especially for UEPB.



However, with advanced technology and through friends and colleagues, I managed to locate a few respondents to interview and interact with through Zoom, use of Google forms, Telephone calls among others in order to access the necessary information required to beef up the study.



## **CHAPTER II: LITERATURE REVIEW**

### **2-1 Evolution of TPOs**

The World Trade Organisation (WTO) was formed as a result of the United Nations (UN) efforts and protection on the establishment of the International trade center (ITC) under the UN gathering on development and trade and the open agreement on trade and tariffs. Its main focus was to use its mandate to help least developed countries to increase their export volumes. This would be hinged on provision of market intelligence, capacity building both at individual and institutional level.

TPOs came into existence after the ITC had guided about their creation and indeed they have become pillars as far as export promotion is concerned. Most TPOs across the world are owned and funded by government to promote domestic exports abroad through various strategies such as Market intelligence, participation in international expos, training of exporters on export quality, provision of logistical information among others.

During Bolivia's extreme inflation, the then President announced that Bolivia was near death and that it could only escape the gallows if they prioritized export of their products. The President was called Victor Paz Estenssoro and he stated this in 1985. This led to the rise of the famous quote "Die or Export". This therefore led to the establishment of the Bolivian Export Promotion Agency (EPA). Note that the oldest EPA is the one of Finland that was established in 1919, since then many other EPAs sprung up especially in the 1960s with a common goal of promoting exports.

As stated by Keesing and Singer (1991) a debate ensued about the effectiveness and efficiency of Export Promotion Organizations especially those from developing countries since it was perceived that they did not have good leadership, under qualified staff, lacked enough funds, government interference among others. Based on this, most external funders of these EPAs withdrew their support. This definitely led to the downfall of some EPAs and it can be blamed on import replacement strategies that existed during that time. Counteracting such negative trade forces was probably so hard to confront and to ask. Ten years after, things seem to have drastically changed especially in developing and least developed countries through the guidance and protection of ITC some EPAs have transformed into better ones in regard to export promotion. Some scholars have rooted for establishment of EPAs that are well funded in order for them to effectively and efficiently deliver on their mandate. Note that EPAs are charged with advertising the country's exports, provision of technical advice and training, building of the exporter's capacity, provision of trade information, participation in international trade expos, market intelligence among others. Why then should government be engaged in export promotion? This is in line with market failures. . We have some significant external issues related to collecting data of external markets especially to do with the desires and preferences and product quality among others. Personal businesses may not have the capacity to gather market intelligence or may not be willing to spend on the same. EPAs come in partners to achieve some of these important strategies on behalf of the business people. Export insurance is very important especially when it comes to export uncertainties, this is why businesses must be supported by government of the

public sector through EPAs. The notion of EPAs being funded by government should be informed by the output of the EPA or its strategic plan and forecasts of what it intends to achieve in a certain specified period of time, this should include the social and economic benefits.

It is very hard to evaluate EPAs performance, these evaluations always targets whether there is an increase in export volumes or whether there are new markets for exports to export to. (Lederma, Olarreaga et al. 2009). In their paper Lederman et al. looked two aspects, the first one being to find out whether EPAs actually help in increasing exports and secondly find out other agencies that are closely interlinked with export promotion. Embassies have slowly lost on their pivotal role of information gathering since the costs of communication fell in this era. (Rose 2007). Rose further states that, there is an increase in export volumes for every consulate or Embassy opened abroad to a tune of 6 to 10%. Evidenced based research has found out that EPAs have a positive correlation with increase in the level of exports. In the event of trade negotiations, unnecessary tariffs, grade barriers among others, EPAs become so significant. An important finding was found out by Rose that suggested that, EPAs should have a larger share of their board members for effective and efficient implementation and delivery on the EPAs mandate.

## **2-2 Export Promotion Agencies: How Do They Work?**

Two global research works were carried out by ITC and the World on EPAs, this was in 2005 about 15 years ago. (Cruz, Lederman et al. 2018)

For a very long time developed Countries have been having well established EPAs, however about 65% of all EPAs around the World were established in the 1990s in particular developing countries since they seem to be new in the trade context of upcoming economies (Cruz, Lederman et al. 2018).

In the recent past EPAs were created in the arrangement of public private partnership (PPP). Lederman et al. (2010) established that when the board of governors of these EPAs are taken up by the private sector it helps in increasing export volumes. Recent studies made on EPAs indicate that, dealing in many products and exploring many areas around the World is part of their core responsibilities. Major regional markets have a principal target of most EPAs. It should be noted that EPAs from developing countries seem to be more diversified compared to their counterparts in Europe as far as a range of products and services are concerned. This most likely explains the reason why most food exports to Europe and the U.S come from developing Countries. The trend is likely to change as developing countries also become so developed, each country may end up adopting green house agriculture.

Regarding the EPAs budget as far as resources and expenditures are concerned depends on how big the EPA is. For example an average EPA will have about 87 staff while EPAs in developed countries could have over 400 staff. OECD Countries have been known for sustaining vast EPAs both in terms of budget and staff US \$ 100,000 and US\$ 443 million vis a vis the world average of about US\$ 4 million. (Cruzz, Lederman et al. 2018)Sub- Saharan African countries have been for having the biggest medium spending share of their export products.

In regard to EPAs sources of funding, a study found out that over 75% is provided by their governments and the rest by the private sector through paying for the services of the EPAs. However, there are some rare cases in the Caribbean and most parts of Latin America where the government funds only about 50% of the EPAs operational budget. Most of these funds ranging from 30 to 50% are used on popularizing or marketing their products and services, followed by helping in areas of export which accounts for 20 to 25%. Since EPAs have many other services like market research, market intelligence, administrative services among others, the rest of the budget is spent on the aforementioned. It has been noted from a generalist perspective that most EPAs spend on upcoming businesses rather than the already established ones. (Lederman et al. 2018)

### **2-3 The Effects Of Export Promotion Agencies?**

In the past many scholars have interested themselves in finding out about the impact of EPAs as far as export promotion is concerned. This motivation was derived from the realization of a sporadic increase in the number of EPAs across the Globe but in particular developing countries. This therefore brings in a new debate about the effectiveness and efficiency of EPAs in promote exports and the actual output in terms of export volumes (Cruz, Lederman et al. 2018). However there are some analysts who have condemned EPAs for not propelling growth and development of exports since most of them seem not to properly engage the private sector. Other analysts have indicated that the gap between EPAs and the private sector is too huge. Therefore for effectiveness in service delivery, this gap needs to be reduced. In the last 30 years the number of EPAs

has sporadically raised and their main focus is geared towards establishing new markets for their products and also strengthening partnerships with the old markets. There are a few ways that have been employed in finding out how effective TPOs are in promoting foreign trade. That is to say; bilateral trade flows and aggregated demand and the second one is based on influence assessment examination using business level information. Many of these research works have indicated that export promotion efforts through TPOs have indicated better results. There was an all-inclusive examination of different materials about commercial diplomacy and its influence on trade promotion by Bergeik and Moon (2016), they found out that establishing a TPO or an Embassy abroad increases export volumes and promotes trade and investment to a certain significant level. This helps exporters to quickly get access to market intelligence of many foreign markets so that they can be guided on what to export, of what quality and what quantities. TPOs are more helpful, effective and efficient when they negotiate and avoid barriers of trade or information failures as far as good for export are concerned. It was noted by Hayakawa et al. (2011) that, opening up of a TPO branch or an embassy is almost equivalent to establishing a free trade agreement (FTA) with the host country. TPOs have become very critical entities in helping emerging businesses to also start exporting. This can be witnessed in countries like Brazil (Cuz, Lederman et al. 2018). However the durability of the effects of TPOs is still an issue for debate. As stated by Van Biesebroeck et al. (2016) TPOs programs have helped exporters survive even in more volatile markets, financial crises among others, which is a good indicator of long-term better outcomes.



Van Biesebroeck (2016) indicates that there are clear results which indicate that, EPA services have had a significant effect on the survival of upcoming businesses during times of uncertainties such as crises in the financial especially when it comes to survival in external markets. Every time a EPAs are established, there is a rise in the number of jobs created, exports definitely flow foreign exchange within the country, and there is a trickledown effect on the transfer of technology from foreign countries, exchange of knowledge and ideas among others all as a result of export promotion.

Note that EPAs, carry out many others activities that have direct and indirect positive effects on the country's economy and image, such as participation in international trade expos like the one that was held in the Republic of Kazakhstan in 2017, Setting up trade fairs specifically focusing on exportable products and as well inviting both local and international business people or companies abroad, gathering and providing market intelligence from foreign markets to local business people, connecting potential buyers from the international market to local exporters, arranging several trainings aimed at building the strength and capacities of local business people to export among others. This therefore means that businesses at distinct levels of internationalization require a lot of information related to exports in order to get the best out of their businesses.

As stated by Coughlin and Cartwright (1987) indicated that, each unit spent on the promotion of trade in the U.S would cause a rise in 432 units of more added exports.

## **2-4 What Makes a Good Trade Promotion Organisation?**

According to the World Bank (August 2001), PREM notes, Economic policy number 56, based on experiences from TPOs and EPAs as far as promotion of trade and investment, about 8 factors were identified that can probably lead to a successful TPO;-

The ability and potential of gathering trade information through huge world wide networks, thereafter distributing the information after processing it in a user friendly way to the intended beneficiaries. In this case we are taking about domestic firms that intend to engage in international trade. Lack of these necessary worldwide network would render the TPO ineffective and inefficient as far as delivering on its mandate is concerned.

Hiring of employees that have the quality of having a ready insight into things with which to distinguish reliable information from that which is not. They should be able to compare and analyze the data and information collected from different sources in different Countries, process it into useful information.

Establishment of business centers regionally and internationally or in foreign Countries that provide support to businesses host countries business both locally and internationally in areas looking for market for their products, market intelligence, finding out new markets, market scooping and of course help in logistics management, shipping from home country to foreign country among others.

Establishment of a well-defined, efficient and effective operational system that provides support in a way that helps a TPO work with other MDAs as one both in home country and foreign countries. This helps in smooth operation of the TPO in its quest to deliver on its strategic plan as enshrined in its mandate.

Establishment of an effective and efficient operation of overseas network. One of the basic roles of an export promotion Organisation is to evaluate the overseas market conditions and export market trends and to identify potential foreign buyers, overseas networks do this perfectly well. Note that these are networks entrenched in the systems of the foreign countries, not the business centers.

Commitment to provision of good quality services to clients by the TPO staff, most importantly, the customer's feedback and needs should be reflected in the work of the TPO staff and operations. A satisfied client makes a good ambassador and vice versa, however a disgruntled client may never seek for the TPOs services again.

Good quality employees; a successful TPO should boost of highly professional and distinguished employees with highly professionalized skills in line with their duty of work. TPO employees are required to attend an array of educational sessions designed to train them as trade promotion experts considering the need to promptly address changes in the export business environment by securing new growth engines.

Effective and Efficient partnerships between TPOs and their counterpart MDAs provides a platform for TPOs to smoothly facilitate the provision of services to its clients. Promotion of TPOs programs requires close partnerships with local administrative units and public institutions.



## **CHAPTER III: RESEARCH METHODOLOGY**

### **3-1 Understanding Comparative Analysis**

In this particular case, comparative analysis will focus on the similarities and differences between KOTRA and UEPB and the lessons UEPB can learn from KOTRA since it is regarded as one of the most successful TPOs in the World.

Comparative analysis is carried out or used due to many reasons such as relationships and differences between and among variables, examination of the correlation described in one study finding holds in different other settings; Examination of whether external factors are influential in certain given settings among others (Pickvance 2001).

Explaining differences and similarities requires Comparative analysis to be divided into four categories, namely; comparison by encompassing, comparison by individualizing, comparison by Universalizing and comparison by variation finding (Pickvance 2001).

In this particular case I will concentrate and use comparison by individualizing.

### **3-2 Comparison by Individualizing**

In this study I used comparative analysis but in particular individualizing Comparison between two cases. The particular method that was used is case oriented strategy which seeks to appreciate complexity, pursues constant affirmations pertinent to more closely expounded types of occurrence and unravels the historical outcomes among others. This type of comparison necessitates finding out how cases differ from one another.

I compared the trade promotion policy or strategy of KOTRA with that of UEPB. It involved, analyzing and attempting to uncover the deeper meaning and significance of my research. In-depth interviews through questionnaires were used since they are optimal for collecting data on individuals' perspectives, and experiences, in line with International laws under TPOs.

### **3-3 Selection Criteria of the Respondents**

I chose staff from various government MDAs who work specifically on trade related issues for interviewing since they possess first hand expertise. I also reviewed literature and got vital information regarding TPOs.

I interviewed 5 staff at senior level of the Uganda Export Promotion Board, 4 staff from Uganda Ministry of Trade, Industry and Cooperatives specifically from the external trade department, 5 staff from the department of International Economic Cooperation of the Uganda Ministry of Foreign Affairs, 3 staff from the Uganda investment Authority under the investment department and 3 from the Ministry of finance, planning and Economic development under the Economic desk.

The research is generally a comparative analysis between KOTRA and UEPB vis a vis the World standards.

### **3-4 What is Happening in KOTRA?**

#### **3-4-1 Background to KOTRA's Establishment**

Background to KOTRA's Establishment In 1962, the first year of the First Five-Year (1962~1967) Economic Development Plan, the value of South Korea's exports stood at a mere US \$55 million. The country's foreign reserve, which stood at US\$168 million, decreased to \$114 million by the middle of 1963, although the country managed to attain its export target of \$100 million at the end of November 1964. Under such circumstances, KOTRA was established in 1962, with the mandate of export promotion. At the time, the Ministry of Commerce and Industry (MOCI) intended to establish a trade promotion organization under the plan to achieve the export target of \$100 million by 1961. In connection with these plans, the MOCI sent a team of working-level employees from the ministry to Japan in December 1961 to assess the role of JETRO. The South Korean government laid the legal basis for the establishment of a TPO with the enactment of the Korea Trade Promotion Agency Act on April 24, 1962, followed by its Enforcement Decree on May 7 of the same year. Thus, KOTRA was established on June 2, 1962, with the inauguration of Mr. Kim Gi-yeop as its first president. Mr. Kim Gi-yeop had served as a vice president of the Bank of Korea, a vice chairman of the Korea International Trade Association (KITA), and a member of the committee for the establishment of KOTRA. The agency took its first step forward by opening trade centers in New York, Los Angeles, Hong Kong and Bangkok in the fall of that year.

Purpose of Establishment and Major Functions In May 1962, the Minister of MOCI declared that KOTRA would be established as a government institution, with a paid-in capital of two billion hwan (the currency of South Korea during 1953~1962). He added that the agency's main functions would be to survey and explore overseas markets; promote Korean industries and domestically-made goods; act as a gobetween for foreigners interested in trading with the country and domestic exporters; operate trade centers in foreign countries; participate in international trade fairs and exhibitions; make efforts to improve the packaging and designing of exported goods; and display samples of the country's export goods in cooperation with Korean embassies in foreign countries. Thus, KOTRA carried out its task to assist the country in earning foreign currencies by promoting exports and improving the country's export structure, which was heavily dependent on the production of primary products.

At the beginning, KOTRA's major activities consisted of carrying out market surveys/explorations and exhibition/PR. Its market survey activities consisted of collecting import/export-related materials and information; surveying the demand for specific Koreanmade goods in foreign markets and the supply capability of domestic exporters; measuring the rate of increase in exports; checking trade-related systems and policies; and analyzing the cost of and reasons for the poor performance of exported goods. Its market exploration activities were focused on providing a channel of communication between foreigners interested in trading with the country and domestic exporters; analyzing market trends; and searching for potential buyers of Korean-made goods. Its exhibition/PR activities comprised of a variety of activities, including the



production of PR films and brochures. KOREA TRADE5, which served as a leading PR brochure for SME exporters for a long time, was launched at that time. As its market survey/exploration and exhibition/PR activities started to reap substantial results, KOTRA opened the Export Academy in March 1965, followed by the Information Center for Exporting Industries towards the end of 1969. KOTRA also implemented diverse programs designed to help exporters cultivate their commodity-related knowledge. First of all, a research body was launched in connection with the need to develop goods that would satisfy the needs of foreign customers. This research body, reporting directly to KOTRA's president, applied itself to research aimed at improving the quality, packaging and design of exported goods. The activities carried out to provide support for the improvement of export packaging included the following: recommendations for setting export packaging standards; the dispatch of delegations to industrialized countries to acquire knowledge on packaging methods; lectures on packaging; and conferences with relevant institutions and businesses. The export goods packaging exhibition (1962~1969) was one of the leading programs carried out as a means of improving the way in which exported goods were packed. Goods developed through the exhibition were showcased in trade centers in foreign countries for potential foreign buyers.

Changes after the Establishment of KOTRA KOTRA, which led the growth of the country's economy through the expansion of foreign trade, was assigned new functions in line with the changing environment. Toward the end of the 1980s, it played a leading role in opening new markets for exports in the transitioning economies of the Eastern

Europe. Liaison offices were established in Budapest, Hungary and Seoul in 1987, even before the establishment of diplomatic relations between the two countries. Also, South Korean trade representative offices were opened in Moscow, Russia and Beijing, China in 1989 as footholds in leading socialist countries. In August 1995, the organization's name was changed from the Korea Trade Promotion Corporation to the Korea Trade-Investment Promotion Agency, to signify the undertaking of additional functions, i.e., inducing foreign direct investment (FDI) and collaborating in the industrial sector. The Korea Investment Service Center (KISC) was newly launched as a KOTRA-affiliated organization dedicated to providing foreign investment-related service. With the enactment of the Foreign Investment Promotion Act, following the foreign exchange crisis that hit the country in 1997, KOTRA's functions of inducing foreign direct investments were further reinforced. In 2003, KISC was changed to Invest Korea (Invest Korea), as the organization was dramatically increased to become a one-stop service for FDI. In 2007, KOTRA also assumed the role of providing support to South Korean businesses looking for opportunities in foreign countries. At present, there are total of 13 Korean Business Support Centers, including one in Beijing.

Towards the end of 2009, South Korea became a member of the OECD Development Assistance Committee (DAC). Thus, KOTRA assumed an additional function related to foreign aid and PR in regards to Korea's ODA efforts. As noted, KOTRA has taken on new roles in step with the country's economic growth with the mandate of pursuing the South Korean Government's trade/FDI-related policies. Now, KOTRA has become one of the leading TPOs in the world as a result of its constant efforts in innovation.

## **3-5 KOTRA's Success Factors**

### **3-5-1 KOTRA's Core Competitiveness**

KOTRA's core competitiveness lies in the gathering of trade/investment-related information through its vast worldwide network. KOTRA distributes it after processing it in a user-friendly format. As such, KOTRA employees must be able to identify useful information and process it for customers, in addition to cultivating a mindset that enables them to adapt to changes in connection with their duty to explore markets and provide support for trade/investment. KOTRA stresses the ability for their employees, above all else, to make an accurate assessment of the market. Such a talent should be accompanied by the ability to gain access to reliable information sources and to conduct comparative analyses and surveys.

KOTRA employees should also have the perspicacity with which to distinguish reliable information from that which is not. They should also be able to compare and analyze the information collected from different sources and process it into eminently useful information. The main duty of KBC employees in foreign countries is to provide support to businesses in Korea and the foreign countries in which they operate to facilitate trade transactions between them. KBC employees need to be well-versed about the local trade/investment policies and Korea's business environment as well as its trading partners to be of service to foreign trade seeking to do business with and invest in South Korea.

Efficient and Well-knit Operational System; KOTRA has built an operational system that provides support in a way that helps the headquarters in Seoul and the 99 KBCs in 72 countries to work as one. In addition, each of the following factors has proved indispensable in helping KOTRA carry out its activities successfully: KOTRA's status as an independent agency guaranteed under the law; establishment of a clear-cut objective, namely that of developing the national economy through trade promotion and investment attraction; discretion to hire talented people; establishment of the internal information/communication network WINK; strong leadership on the part of the management; setting of proper indices for the evaluation of results; performance-based compensation; and customer management.

Operation of Overseas Network; the basic role of a TPO is to evaluate the overseas market conditions and export market trends and to identify potential foreign buyers. KOTRA's KBCs provide businesses looking for opportunities for export and investment with reliable, up-to-date information by producing real time reports on the market situation and publishing in-depth reports. KOTRA's worldwide network is valuable in organizing exhibitions and consultation meetings either in Korea or in foreign countries, and dispatching trade delegations to foreign countries.

Commitment to Provision of a Good-quality Service to Customers; Most importantly, the customer's views and needs are reflected in KOTRA's operation. Customer evaluations are used to benchmark relevant teams, and to incentivize employees based on a performance-based compensation scheme. Thus, the following virtuous cycle is formed: Customer-centered operation → Continued improvement of service quality →

Higher score in customer satisfaction evaluation → Higher score in team evaluation → Incentive compensation → Higher degree of satisfaction on the part of employees → Customer-centered operation.

Good-quality Employees; A TPO is supposed to carry out service activities, leveraging KOTRA's knowledge and expertise as well as worldwide network. In this respect, it is distinguishable from other state-run corporations which operate vast tangible assets for the supply of power, gas or oil to the people. Thus, a TPO should be a well-knit and highly professional organization, which in turn means that the professional candidates who are hired to fill these positions must be subject to highly stringent requirements. KOTRA employees are required to attend an array of educational sessions designed to train them as trade/investment experts considering the need to promptly address changes in the business environment by securing new growth engines.

Partnerships; KOTRA carries out its programs jointly with the MKE, its supervisory institution, and other relevant government ministries. Promotion of its programs requires close partnerships with local administrative units and public institutions. KOTRA's worldwide network includes the economic ministries, trade/investment promotion agencies, chambers of commerce, financial institutions, research institutes and universities of the countries in which the KBCs are located. It goes without saying that the close partnerships maintained with them have a vital synergistic effect on KOTRA's operation.

### 3-6 Analysis of KOTRA's Strengths, Weaknesses and Challenges

In 2010, the world economy appeared to be recovering from the shock of the global financial crisis which erupted in 2008. Nonetheless, threatening factors, such as the rise in energy prices, deepening conflicts over exchange rates, and decreased demand in industrialized countries, still remain. Amidst a situation in which economic growth is led by emerging countries, including China, rather than industrialized countries, such as the U.S., KOTRA has assumed the assignment of conducting overseas marketing with a view to occupying markets ahead of the competition, particularly in new growth industries and as yet unexplored markets. Its assignment includes transforming 17 government-designated new growth engines into export industries and turning small businesses into larger and globalized ones. It means that KOTRA should carry out more sophisticated and complex tasks than in the past. KOTRA should also overhaul its internal organization, encourage its employees to build their expertise to cope with changes in the new economic paradigm, and foster an organizational culture characterized by determination to serve the nation and a readiness to meet new challenges.

**Table 1:** Strengths and Weaknesses on KOTRA

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>•Diversification and expansion of the scope of business</li><li>•Creation of new markets in technological or industrial convergence</li></ul>	<ul style="list-style-type: none"><li>•Lack of customer-oriented and thorough supporting activities</li><li>•Lack of synergistic opportunities between activities</li></ul>

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>•Vast network in and out of Korea</li> <li>•Accumulated database on diverse types of customers</li> <li>•Employees of competency</li> <li>•Internal consensus on the need for changes and the CEO's firm will</li> <li>•Increase in revenue from KOTRA originated businesses</li> </ul>	<ul style="list-style-type: none"> <li>•Decrease in KOTRA's influence on related institutions since they are seeking expansion to foreign countries on their own initiative</li> <li>•Diminishing the use of information system for its overload</li> <li>•Insufficient internal communication and operational efficiency</li> <li>•Higher demand for expertise in step with diversification of functions</li> <li>•Weakness of the capital structure compared to other public institutions</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>•Strengthened governmental support for industries expected to serve as new growth engines</li> <li>•Reinforcement of national branding and competitiveness</li> <li>•Emergence of new consumers amid trends towards globalization and FTAs</li> <li>•Expectation on Korean economy under the G20 system</li> <li>•Worldwide recognition of the importance of corporate social responsibility (CSR)</li> <li>•Spread of the practice of outsourcing and the worldwide division-of-labor system</li> <li>•Increase in the demand for customized investment services</li> </ul>	<ul style="list-style-type: none"> <li>•Decrease of budget earmarked for trade/investment promotion programs</li> <li>•Pressure on restructuring of public institutions</li> <li>•Deepening synchronization under the global economic system</li> <li>•Uncertainty lingering over the world financial market and real economy</li> <li>•Increase in investment in CSR-related programs</li> <li>Expand of foreign TPOs spectrum of business and activities</li> </ul>

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>•Increase in new demands, including businesses making their first forays into foreign countries</li> </ul>	<ul style="list-style-type: none"> <li>•More and more institutions seeking forays into foreign countries on their own</li> <li>•Diversification and segmentation of demands</li> <li>•Invention of new company business model to converge functions among its subsidiaries</li> </ul>

Source: Researcher Analysis From KOTRA Records

### 3-7 About UEPB

#### 3-7-1 Background

Uganda Export Promotion Board is a government parastatal that was set up in 1996 by an act of parliament to harmonize the growth of Ugandas exports abroad. It is entirely in charge of Ugandas efforts to increase export volumes to the international markets. The department of external trade under the Ugandan Ministry of Trade is where it falls and it is supervised by the same.

Below are some of the functions it was established to serve:-

- Provision of information about trade and export markets in particular through market intelligence.
- Export plan, strategies and policies formulation to the Government of Uganda.
- Provision of targeted advisory services, for example basic skills in business, export promotion and other relevant services related trade are concerned.



- Marketing Ugandan products abroad through trade expositions both inward and outward.
- Promotion of development of exports through offering guidance and technical advice as far as handling Ugandan products is concerned.

### 3-7-2 What is happening at UEPB?

Changes after the Establishment of UEPB in the volumes of Uganda's exports abroad for the last 5 years

The Export performance has continued to grow from the establishment of UEPB. The type of exports also increased from the traditional to non-traditional export.

**Table 2:** Changes after the Establishment of UEPB in the trade volumes of Uganda between 2014 and 2019

	<b>FY 2014/15</b>	<b>FY 2015/16</b>	<b>FY 2016/17</b>	<b>FY 2017/18</b>	<b>FY 2018/19</b>
<b>Exports</b>	<b>4.911</b>	<b>4.671</b>	<b>4.966</b>	<b>5.390</b>	<b>6.038</b>
Goods	2.738	2.687	3.274	3.537	3.962
Services	2.173	1.984	1.692	1.853	2.076
<b>Imports</b>	<b>7.627</b>	<b>6.930</b>	<b>6.725</b>	<b>7.860</b>	<b>9.618</b>
Goods	4.988	4.691	4.768	5.619	6.828
Services	2.639	2.239	1.957	2.241	2.790
<b>Trade Deficit</b>	<b>2.716</b>	<b>2.259</b>	<b>1.759</b>	<b>2.470</b>	<b>3.58</b>
Goods	2.25	2.004	1.494	2.082	2.866
Services	0.466	0.255	0.265	0.388	0.714
<b>Remittances</b>	<b>0.916</b>	<b>0.954</b>	<b>1.164</b>	<b>1.252</b>	<b>1.395</b>

**Source:** Researcher Analysis from UEPB Records

### **3-7-3 Collection and Distribution of Information of Trade/foreign markets information and how Uganda's exporters get that information?**

Gathering of information is in the following ways:

1. Market Research studies
2. Market scooping studies:
3. Surveys and interviews
4. Desk research
5. Link with foreign missions (Uganda Embassies abroad)

### **3-7-4 Dissemination of information**

1. Publications
2. Seminars
3. Website
4. Social media
5. Media (Electronic, print)
6. Conferences
7. Export Week awareness activities

### **3-7-5 UEPBs Support for Overseas Marketing of Ugandan Businesses and products**

UEPB prepares, trains, and monitors companies interested in exporting. The focus in line with their mandate is to ensure a company is able to market and sell their products and service. They have developed systems which work with companies on one on one basis and handhold them step by step until they finally export. This Export Readiness initiatives involves 7 steps:

1. Selection of Companies
2. Online assessment,
3. Field visits
4. Segmenting of companies depending on their export needs and capabilities
5. Training
6. Handling holding companies to the market.
7. Aftercare services

### **3-7-6 UEPBs Support for Foreign Investment Activities of Uganda's Businesses**

In partnership with Uganda Investment Authority (UIA), investors are guided on the export markets and export entry market requirements.

Implementation of Strategic Projects in Search for New Growth Engines abroad for Uganda's Businesses/ exporters.

UEPB is continually in search of new opportunities for exporters. Through the different partnership with development partners market linkages projects are implemented.

### **3-7-7 Evaluation System at UEPB for its operations.**

Based on the work plans and resources availed by government the government monitoring and evaluation system reviews are carried out. This is with the Office of the Prime Minister.

### **3-7-8 Customer Management System**

UEPB runs a client management system where they keep in touch with progress of their clients. The Management Information System (MIS) is currently being developed by the Trade Information Division

### **3-7-9 Success Factors responsible for UEPBs performance**

The critical success factors include:

- Visibility and Corporate Image
- Human Resources Development
- Funding
- Awareness and Sensitization
-

### 3-7-10 UEPBs Strengths and Weaknesses and Challenges Ahead

**Table 3: UEPBS SWOT Analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Vibrant and resilient governance and technical leadership</li> <li>• Emerging team work</li> <li>• Legal mandate by the Uganda Export Promotion Board Act of 1996 Cap.102.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• UEPB is grossly underfunded due to limited budget subvention and limited NTR</li> <li>• Limited staff capacity characterized by inadequate staff numbers, inadequate skills and poor remuneration</li> <li>• Lack of an Export Development Centre</li> <li>• Lack of regional offices</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Initiatives such as the Operation Wealth Creation by GoU to trigger production, productivity, value addition and a shift from subsistence markets to sustainable markets that will buttress growth of agro exports</li> <li>• GoU national strategic focus on exports as established in Vision 2040, NDPII and subordinate policies and plans</li> <li>• A growing manufacturing sector focusing on production for export</li> <li>• Preferential market access in the EU, EAC, and COMESA.</li> <li>• The expanding regional and neighborhood markets (EAC, COMESA, Africa FTA (tripartite), South Sudan)</li> <li>• Existing relationships for institutional strengthening and capacity building with ITC, CBI, TMEA, and other development partners</li> </ul>	<p><b>Threats (Challenges)</b></p> <ul style="list-style-type: none"> <li>• Lack of effective coordination between relevant MDAs and the private sector on export development and promotion</li> <li>• Fragile security situation in neighboring countries such as South Sudan and DRC which are Uganda’s big markets</li> <li>• Limited value addition to commodities exported</li> <li>• Poor quality of some of the exports and the increasing pressure for higher product standards from the international export markets</li> <li>• Tariff and non-tariff barriers for Ugandan products in lucrative export markets</li> <li>• Persistence of subsistence production (producing for consumption not the market – only selling the surplus)</li> <li>• Informal exports that yield low export revenues to Uganda</li> </ul>

**Source:** Resercher Analysis From UEPB Records



## CHAPTER IV: ANALYSIS

### 4-1 Introduction

The Researcher investigated trade promotion organizations in relation to foreign trade taking a case of KOTRA and UEPB. KOTRA was established in 1962, the year Uganda gained its Independence way before UEPB was established. It was formed in accordance with the Korea Trade Promotion Agency Act. The Agency was established for among other reasons to foster economic growth through export and investment promotion of the republic of Korea. Among its roles are; attraction of FDI, export promotion, supporting Korean SMEs abroad, provision of professional and technical advice among others to its clients.

Research questionnaires were distributed to senior technical officers at UEPB, MoFA, MoTIC and MoFPED these included but not limited to Executive Director UEPB, Directors, Heads of Departments, Foreign Service Officers, Export Promotion senior executives, External Trade experts among others. The questionnaire focused on; fields of specialization of the respondents, where they work, budget allocations, Inter MDA cooperation, conditions necessary for successful TPOs, lessons learnt from presumably better TPOs in addition to the best practices of TPOs in the new trade context of the 21st Century.

This chapter presents the research findings from the feedback through questionnaires conducted with senior technical staff from Ugandan MDAs and KOTRAs literature such as reports and other publications.

Uganda Export Promotion Board is a government parastatal that was set up in 1996 by an act of parliament to harmonize the growth of Ugandas exports abroad. It is entirely in charge of Ugandas efforts to increase export volumes to the international markets. The department of external trade under the Ugandan Ministry of Trade is where it falls and it is supervised by the same.

#### **4-2 Comparative Analysis between KOTRA and UEPB**

One of KOTRAs core competiveness is gathering trade information through its huge world wide network, thereafter distributes the information after processing it in a user friendly way. However UEPB lacks the necessary worldwide network as it has no offices in foreign Countries that would help in gathering the necessary trade information for its clients.

KOTRA employees have the quality of having a ready insight into things with which to distinguish reliable information from that which is not. They are able to compare and analyze the data and information collected from different sources in different Countries, process it into useful information, while in UEPBs case as highlighted in the SWOT analysis, most staff lack some critical skills that would enable them have the perspicacity with which to distinguish reliable information from that which is not.



KOTRA boasts of Korea Business Centres (KBCs) in foreign Countries that provide support businesses in South Korea and Foreign Countries in which they help in facilitataing trade, while UEPB only relies on Uganda Embassies abroad that are few in number, under funded and under staffed and also the few staff available lack the necessary skills needed in promoting trade and investment between Uganda and foreign coountries.

KOTRA has a well defined, efficient and effective operational system that provides support in a way that helps it work with other MDAs as one both in Korea and foreign Countries, however when it comes to UEPB, there is a lack of effective coordination between it and the relevant MDAs and the Private sector on export development and promotion.

KOTRA has an effective and Efficient operation of overseas network. As earlier on indicated, one of the basic roles of an export promotion organisation is to evaluate the overseas market conditions and export market trends and to identify potential foreign buyers, KOTRAs overseas since networks have done this perfectly well. However this is not the case with UEPB since it lacks a global network otherthan relying on Uganda Embassies abroad that are under funded and under staffed to perform the tasks on export development and promotion.

KOTRA is committed to provision of good quality services to their clients, most importantly, the customers feedback and needs are reflected in their work and operation.

This is because they are well funded and well trained staff. This customer feed is used to benchmark relevant teams and to incentivize employees based on a performance based compensation scheme, however due to gross under funding and under staffing at UEPB, provision of exceptional good quality services to its clients maybe be affected.

Good quality employees; KOTRA boasts of highly professional and distinguished employees with highly professionalized skills inline with their duty of work. KOTRAs employees are required to attend an array of educational sessions designed to train them as trade promotion experts considering the need to promptly address changes in the export business environmrnt by securing new growth engines, unlike at UEPB as indicated in the SWOT analysis there is limited staff characterized by inadequate skills and poor remuneration that does not motivate them.

Effective and Efficient partnerships between KOTRA and other MDAs has provided a platform for KOTRA to smoothly facilitate the provision of services to its clients. Promotion of its programs requires close partnerships with local administrative units and public institutions, however in the case of UEPB, there are fractured partnerships as well as lack of effective coordination between the relevant MDAs and the private sector on export development and promotion.

### **4-3 Response Rate**

The target staff that were interviewed were from various Government of Uganda MDAs . These were 20 senior staff from various government of Uganda MDAs and in-depth

literature from KOTRA was thoroughly reviewed. All the 20 Government of Uganda senior staff from various government MDAs respondents responded to the questionnaire and that accounts for 100% response rate. Literature from KOTRA was also available.

#### **4-4 Conditions necessary for a successful TPO**

TPOs can be understood as formal or informal organized groups or agencies that are engaged with trade promotion both local and international level within Government and the private sector settings.

Information links on external markets make great pillars for TPOs as far as connecting sellers and buyers is concerned. TPOs play a great role in making sure that existing exporters export more and new business to start exporting.

During the study the conditions necessary for a successful TPO investigated as follows;-

##### **4-4-1 Adequate Funding**

All the respondents suggested that adequate funding is a necessary condition for a successful TPO. This condition is congruent with World Bank's (August 2001) PREM notes on Economic Policy which states that a sustainable TPO should have enough finances collected as membership and service fees from their clients at local level. Other forms of financing like grants can be useful in the early stages but it should be for a short while since the TPOs need to be self-sustaining and self-reliant.

#### **4-4-2 Autonomy**

80% of the respondents agreed to the the fact that a successful TPO should be autonomous. This implies that it should be independent of government direct interference, rather the government can come in as a supporter. This condition is conquers with World Banks (August 2001) PREM notes on Economic Policy which states that TPOs must have a stake in policy formulation in order to facilitate the the smooth implementation of there mandate from an evidencebased and informed point of view. This would help in direct linkage between the public and private sectors, hence cutting off the usually hectic bureaucratic systems.

#### **4-4-3 Skilled and Qualified Human Resource**

All the respondents suggested that a skilled and well qualified Human resource is a catalyst for a better performing TPO. This implies that a good TPO should motivate there staff with good remuneration equivalent to other Government parastatols and private sector instead of being looked at as any other regular civil servants. When the pay is unattractive, it may lead into loss of staff to other organisations or brain drain for that matter.

#### **4-4-4 Market information, Consistent Quality and Quantity of Exportable Products**

Regarding Market information, Consistent Quality and Quantity of Exportable Products 60.1% of the respondents agreed that it's very necessary that in this day and age of the 21<sup>st</sup> Century information is key trade promotion. This coupled with quality and quantity of the exportable products is a precondition for a successful TPO. As the World Bank states, trade promotion aggressiveness is the core aspect of how business should be done. Aggressiveness engages in many aspects such as quality standards, pricing, etc.

#### **4-4-5 Policy framework**

All the respondents indicated that a favorable trade policy framework is a very important aspect for TPOs to effectively and efficiently operate. This is in line with (Balassa 1985), study of 43 developing countries foreign shocks, which indicated that distinctions with in countries as far as economic growth is concerned are affected by distinctions in trade and investment costs and by the cost of employable labor force among others.

#### **4-4-6 A well Established Private Sector and its trust in the TPO**

All the respondents indicated that a successful TPO must have a very strong private sector that can support its activities and also be able to trust the TPO. This implies that, without a well-established private sector, the TPO would have a deficit in the funding of its budget since TPOs partly depend on subscriptions from the private sector. It also

implies that implies that the private should also be brought on board by the TPOs as far as the affairs of running the TPOs is concerned especially in Board leadership positions.

#### **4-4-7 Government support**

All the respondents agreed that support from the Government in areas related to the efforts of government in spending on export promotion is very vital. This is in concurrence with (Ahmed, Mohamed, Johnson & Meng 2002) who stated that, TPOs initiatives that are assisted by governments are not a new thing around the globe both in developing and developed Countries. Initiatives aimed at assisting in trade promotion are largely funded or reduced by government in order to increase trade volumes. This intern would help business people in transacting more and hence increasing revenue in form of foreign exchange within the Country along side creating employment opportunities in the country.

#### **4-5 Does imitating what TPOs in developed Countries do by developing or least developed Countries necessarily deliver results or least developed Countries should adopt their own ways?**

60.6% of the respondents suggested that low developed Countries should only imitate and improve on the strategies that that work for them in their local settings as well as benchmarking from successful Countries that have a similar history like there's.

However 39.4% suggested that home grown initiatives are very important because of the different circumstances in different markets of the World.

According to the World Bank (August 2001), TPOs are under a close watch and some agreements have come about how ineffective they can be. Apart from a few TPOs of Countries like Singapore, Australia, Ireland, New Zealand, Finland among others have significantly contributed to trade and investments of their countries. However, the strategies that work for them are not transferable to other countries, especially African Countries. This therefore implies that since the model TPOs Strategies in the above mentioned Countries are not easily exportable, I concur with the idea of low developed countries to come up with strategies that are peculiar to their own Countries.

#### **4-6 Are there any best practices that can be adopted by Trade Promotion Organizations in the new trade context of the 21st C?**

This century is characterized by ICT revolution and everything is being digitalized. There is need for TPOs to adopt to the ever changing trade environment. Almost everything is being done online unlike during the past years when everything seemed analogue instead of digital. It is therefore true that there are many best practices that should be adopted by TPOs in the new trade context of the 21<sup>st</sup>C.

It is against this background that the respondents suggested that LDCs should come up with a model that serve the peculiar needs of their Countries in these complex times of ICT revolution (30.5%), Supporting the of the Private sector by the government inform

of extending incentives and good quality services such as roads, reliable electricity, tax holidays, among others (9.5%), incorporation of digital technologies into export promotion through digital marketing on commonly used social media platforms (37.3%), TPOs should be more of client oriented as opposed to government policies that only surface at implementation level (9.1%) and lastly, Effective and Efficient digital management of the daily operations of the TPO that would help in saving costs and time (13.6%).

#### **4-7 Trade Promotion Organization operational budget, which is better, having the government provide it or collecting dues from the relevant businesses?**

TPOs in developed economies usually employ many people due to their vast networks around the World compared to their counterparts in least developed countries. This calls for a very huge budget to keep the TPO running as it delivers on its mandate. It should be noted that, the more a TPO is well funded, the better the quality of services it delivers and hence the increase in export volumes. (Cruz, Lederman et al. 2018)

It's against this background that the participants responded as follows;-

##### **4-7-1 Having the Government to provide**

38.5% of the total respondents suggested that the Government should provide the entire operational budget. This simply implies that the government would have a lot of



influence on the TPO. This finding congers with the views of (Ahmed, Mohamed, Johnson & Meng 2002) who state that, TPOs assisted by their governments or certain services from government are reduced for them, they tend to perform better than their counterparts that lack support or subsidies from government. Governments can support due to many reasons such as creation of employment opportunities, increasing the volumes of foreign exchange among others. This would also enable TPOs to effectively and efficiently deliver on their mandate such as conducting Market studies under market intelligence, participation in international trade expos, invest in marketing the countries products and businesses abroad among others.

#### **4-7-2 Collecting Dues from the relevant businesses**

7.6% of the respondents advocated for collecting dues from business, This implies that the business that benefit directly from the services of the TPO would pay for those services or even pay some periodic subscription fee. This finding congers with the views of (Giovannucci 2000), who states that self funding is very good for TPOs to a lesser extent, this form of funding is derived directly from the clients of the TPO for the services rendered to them. However, TPOs also benefit some sectors of the economy. Therefore some funding can as well be provided by those particular sectors.

#### **4-7-3 Both Government and the Relevant Businesses**

As far as entering volatile international markets is concerned surrounded by a lot of uncertainties, TPOs need sufficient funding (Helleiner, 2002). 46.2% of the respondents

who happen to be the Majority suggested that both the Government and relevant business owners should be responsible for funding the Operational budget of the TPOs. As indicated by (Giovannucci 2000), who states that these TPOs are atleast supposed to be self sufficient and self sustaining to a certain degree and by (Ahmed, Mohamed, Johnson & Meng 2002 who state that Government aided programs as far as trade promotion is concerned are a common phenomena in developed countries. (Gençtürk & Kotabe 2001; Seringhaus & Botschen 1991).

#### **4-7-4 Government and other development partners**

About 7.7% of the total respondents rather advocated Government and other Development partners to provide the funding. This finding conquers with the views of (Giovannucci 2000 ) who sates that many TPOs use money to invigorate and help businesses to join foreign markets. A company called PROCHILE based in Chile uses its funds in partnership with governemet to provide business people who posses better business proposals with funds that stimulate and propel their businesses to greater heights through building their capacities to export.

# **CHAPTER V: CONCLUSION AND POLICY**

## **RECOMMENDATIONS**

### **5-1 Conclusion**

#### **5-1-1 Introduction**

The study investigated how effective and efficient Trade Promotion Organizations are in promoting foreign trade between and among Countries. This included the conditions necessary for a successful TPO, the best practices that can be adopted by TPOs in the new trade context of the 21<sup>st</sup> Century and Imitation of TPOs from developed Countries among others. This Chapter therefore presents the conclusion and policy recommendations.

#### **5-1-2 How Effective and Efficient are TPOs in Promoting Foreign Trade between and among Countries**

In the recent past there has been debates about the effectiveness of TPOs as far as being drivers of export promotion strategies is concerned. These kinds of debates started four decades ago when TPOs never looked at the business community as their number one partners in trade promotion. (Cruz, Lederman et al. 2018). The rate at which TPOs are growing is impressive across the World in the last 20 years. This is because trade and investment has become the in thing in propelling economic growth and development for

most countries. There are a few ways that have been employed in finding out how effective TPOs are in promoting foreign trade. That is to say; bilateral trade flows and aggregated demand and the second one is based on influence assessment examination using business level information. Many of these research works have indicated that export promotion efforts through TPOs have indicated better results. There was an all inclusive examination of different materials about commercial diplomacy and its influence on trade promotion by Bergeik and Moon (2016), they found out that establishing a TPO or an Embassy abroad increases export volumes and promotes trade and investment to a certain significant level. This helps exporters to quickly get access to market intelligence of many foreign markets so that they can be guided on what to export, of what quality and what quantities. TPOs are more helpful, effective and efficient when they negotiate and avoid barriers of trade or information failures as far as good for export are concerned. It was noted by Hayakawa et al. (2011) that, opening up of a TPO branch or an embassy is almost equivalent to establishing a free trade agreement (FTA) with the host country.

TPOs have become very critical entities in helping emerging businesses to also start exporting. This can be witnessed in countries like Brazil (Cuz, Lederman et al. 2018). However the durability of the effects of TPOs is still an issue for debate. As stated by Van Biesebroeck et al. (2016) TPOs programs have helped exporters survive even in more volatile markets, financial crises among others, which is a good indicator of longterm better outcomes.

**5-1-3 Does imitating what TPOs in developed Countries do by developing or least developed Countries necessarily deliver results or least developed Countries should adopt their own ways?**

Based on the study findings, it was concluded that low developed Countries should only imitate and improve on the strategies that that work for them in their local settings as well as benchmarking from successful Countries that have a similar history like there's.

**5-1-4 Are there any best practices that can be adopted by TPOs in the new trade context of the 21st Century?**

Based on the findings, it was concluded that LDCs should come up with a models that serve the peculiar needs of their Countries in these complex times of ICT revolution (30.5%), Supporting the of the Private sector by the government inform of extending incentives and good quality services such as roads, reliable electricity, tax holidays, among others (9.5%), incorporation of digital technologies into export promotion through digital marketing on commonly used social media platforms (37.3%), TPOs should be more of client oriented as opposed to government policies that only surfice at implementation level (9.1%) and lastly, Effective and Efficient digital management of the daily operations of the TPO that would help in saving costs and time (13.6%).

### **5-1-5 What are the conditions necessary for a successful TPO?**

Based on the findings, it was concluded that Adequate funding, Autonomy, Skilled and qualified Human Resource, Access to market information, consistent quality and quantity of exportable products, An outward trade oriented policy framework, A well-established private sector and above all full government support in all aspects are the conditions necessary for a successful TPO.

### **5-2 Policy Recommendations**

As a result of the literature read and the study findings, the researcher put forward the following Policy recommendations;

There was an all inclusive examination of different materials about commercial diplomacy and its influence on trade promotion by Bergeik and Moon (2016), they found out that establishing a TPO or an Embassy abroad increases export volumes and promotes trade and investment to a certain significant level. This helps exporters to quickly get access to market intelligence of many foreign markets so that they can be guided on what to export, of what quality and what quantities. TPOs are more helpful, effective and efficient when they negotiate and avoid barriers of trade or information failures as far as good for export are concerned. It was noted by Hayakawa et al. (2011) that, opening up of a TPO branch or an embassy is almost equivalent to establishing a free trade agreement (FTA) with the host country.

TPOs have become very critical entities in helping emerging businesses to also start exporting. This can be witnessed in countries like Brazil (Cuz, Lederman et al. 2018).

It is therefore against this background that the study recommends opening up of trade promotion offices or opening up embassies and consulates abroad in order to facilitate trade and investment. Secondly, the study recommends that amidst lack of enough funds, an officer can be identified from each embassy and specially trained in trade promotion as a commercial attache, this should be the officers schedule of duty so that he/she is not interrupted by other assignments other than promotion of trade and investment.

Under institutional arrangements, the study recommends that TPOs, members of the private sector should comprise a larger share of their governing board and funding should largely be from government. As stated by Lederman et al. (2018), it is very helpful as far as increasing export volumes when the private sector is directly involved in decision making initiatives of the TPO.

Incentives promotion is a key factor in export promotion especially if these incentives are attached to exports. This would encourage competition and promote the quality of products produced for export by the exporters.

World Bank (August 2001) PREM notes on Economic Policy states that TPOs must have a stake in policy formulation in order to facilitate the smooth implementation of their mandate from an evidence-based and informed point of view. This would help in direct linkage between the public and private sectors, hence cutting off the usually hectic

bureaucratic systems. Therefore the study recommends that TPOs should have autonomous operations, without any direct interference from mainstream government bureaucratic systems.

The study recommends that there should be a system that works based evidence based demand driven strategy. This is where the private sector should come in since they should play a great role in partly executing and monitoring TPO trade implementation strategies. In such a setting a setting, government through its ministries and other MDAs set the rules of the game and the TPO together with the private sector do the implementation.

The study recommend that TPOs should weigh between both on shore and offshore strategies; promotion of competitiveness is promotion of exports and this is how business should be done. This includes factors like quality standards pricing, in puts, infrastructure, ability to be flexible with better and new business models, delivering on time among others. This is recommended especially after realizing that TPOs have majorly concentrated on offshore activities such as conducting market intelligence , international trade expos among others.

As far as human resource, motivation and capacity building is concerned, the study recommends that TPOs should ensure quality and proper staffing as a crucial aspect. A skilled and well qualified Human resource is a catalyst for a better performing TPO. This implies that a good TPO should motivate their staff with strategic trainings in line with



trade promotion and good remuneration equivalent to other Government parastatols and the private sector instead of being looked at as any other regular civil servants. When the pay is unattractive, it may lead into loss of staff to other organisations or brain drain to other countries.

The study recommends provision of adequate funds in order for the TPOs to effectively and effeciaently deliver on their mandate. This is in concurrence with (Ahmed, Mohamed, Johnson & Meng 2002) who stated that, TPOs initiatives that are assisted by governements are not a new thing around the globe both in developing and developed Countries. Initiatives aimed at assisting in trade promotion are largely funded or reduced by government in order to increase trade volumes. This intern would help business people in transacting more and hence increasing revenue in form of foreign exchange within the Country along side creating employment opportunities in the country.

Lastly, the study recommends that periodic monitoring and evaluation should always be carried out in relation to the already established workplans. This would help the TPOs to polish policies of stratagies that are lacking. Evaluations can also help in documentation of performance of exports at different levels. Business reviews and surveys for clients can be additional sources of evaluations like it is the case in New Zealand. These evaluations have worked perfectly well there.

### **5-3 Lessons UEPB May Learn from KOTRA**

One of KOTRA's core competitiveness is gathering trade information through its huge world wide network, thereafter distributes the information after processing it in a user friendly way. The research recommends that UEPB should build its capacity in information gathering and developing a World wide network, thereafter processes the information in a user friendly manner.

KOTRA employees have the quality of having a ready insight into things with which to distinguish reliable information from that which is not. They are able to compare and analyze the data and information collected from different sources in different Countries, process it into useful information. The research recommends that UEPB should have periodic refresher courses and as well build the competitiveness of its in areas of research and information gathering.

KOTRA boasts of Korea Business Centres (KBCs) in foreign Countries that provide support to businesses in South Korea and Foreign Countries in which they help in facilitating trade. Though it might be hard to achieve in a short term, the research recommends that UEPB can open up regional export promotion centres or offices to facilitate export promotion. Alternatively, the Government of the Republic of Uganda can build the capacity of all Uganda embassies abroad through introduction of a special capacity building program that would aim at equipping embassy staff as well as all Foreign Service Officers with special skills that would help them facilitate trade and

investment promotion between Uganda and other foreign countries. This should be complimented by sufficient funding and staffing of both UEPB and Uganda Embassies abroad.

KOTRA has a well defined, efficient and effective operational system that provides support in a way that helps it work with other MDAs as one, both in Korea and foreign Countries, the study research recommends that there should be effective coordination between UEPB and the relevant MDAs and the Private sector on export development and promotion through signing of formal partnership agreements between UEPB and other MDAs and the Private Sector. This should include assignment of special focal persons in each MDA that should coordinate all issues to do with UEPB.

KOTRA is committed to provision of good quality services to their clients, most importantly, the customers feedback and needs are reflected in their work and operation. This is because they are well funded and well trained staff. This customer feed is used to benchmark relevant teams and to incentivize employees based on a performance based compensation scheme, the research recommends that UEPB should come up with special programs that motivate staff to work hard and deliver good quality services.

Good quality employees; KOTRA boasts of highly professional and distinguished employees with highly professionalized skills inline with their duty of work. KOTRAS employees are required to attend an array of educational sessions designed to train them as trade promotion experts considering the need to promptly address changes in the

export business environment by securing new growth engines, the research recommends that, there should be need for UEPB staff to attend an array of training sessions designed to train them as export promotion experts.

Effective and Efficient partnerships between KOTRA and other MDAs has provided a platform for KOTRA to smoothly facilitate the provision of services to its clients. Promotion of its programs requires close partnerships with local administrative units and public institutions, as earlier on stated UEPB should sign formal partnership agreements between them and other MDAs and the Private Sector. This should include assignment of special focal persons in each MDA that should coordinate all issues to do with UEPB. This would help in smooth facilitation of the provision of services to its UEPBs clients.

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## 국문초록

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ITC 는 개발 도상국의 수출량을 늘리기 위해 TPO 생성을 적극 권장했습니다. 이러한 무역 진흥 조직의 대부분은 시장 조사 연구, 시장 조사 연구, 설문 조사, 시장 정보, 무역 및 투자 촉진을 의무적으로 수행하는 국가 통제입니다. TPO 가 수출을 통해 무역을 촉진하는 엔진이라는 사실은 널리 동의되었습니다. 그러나 그 의미는 국가의 경제 정책에 따라 다릅니다. 이 경우 한국 무역 진흥원 (KOTRA)과 우간다 수출 진흥원 (UEPB) 간의 비교 분석이 될 것입니다. 연구원은 성공적인 TPO 설립에 필요한 조건을 검토하고 대외 무역과 관련하여 해야 할

일과 저개발국의 TPO 가 선진국의 TPO 로부터 배울 수 있는 모범 사례를 강조했습니다. 이러한 TPO 가 21 세기의 복잡한 시대에 국제 무역을 촉진하는 데 얼마나 효과적이고 효율적인지 아는 것도 중요합니다.

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