



The Republic of Uganda

MINISTRY OF TRADE, INDUSTRY AND COOPERATIVES

TRADE, INDUSTRY AND COOPERATIVES SECTOR DEVELOPMENT PLAN 2015/16 - 2019/20



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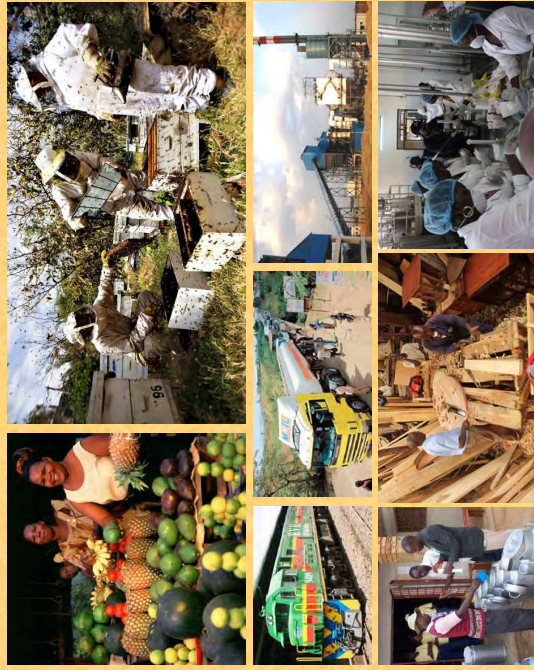


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2015/16 - 2019/20



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February 2016



The Republic of Uganda

Trade, Industry and Cooperatives Sector Development Plan (2015/16 – 2019/20)





The Republic of Uganda

Ministry of Trade, Industry and Cooperatives



Trade, Industry and Cooperatives Sector Development Plan (2015/16 – 2019/20)

August 2015

Foreword

Fellow Ugandans and well-wishers, I take this opportunity to present to you the Trade, Industry and Cooperatives Sector Development Plan (TIC-SDP), which is designed to propel Uganda towards middle income status by 2020, in line with the objectives of the Second National Development Plan (NDPII) and aspirations of Uganda's Vision 2040.

The TIC-SDP 2015/16 - 2019/20 succeeds the first version, the Tourism, Trade and Industry Strategic Investment Plan which covered the period 2009/10 – 2013/14; and has been designed in the context of the Uganda Vision 2040, the National Development Plan II, the current Sector Policies, and Uganda's membership in regional integration blocs, bilateral trade agreements and trade preference initiatives; and the World Trade Organization (WTO). The design of the TIC-SDP has also been informed by the evaluation of the first NTSDP, and is cognizant of the desire to significantly increase the contribution of the country's Trade, Industry and Cooperative Sector to economic development, and reducing the widening trade deficit. It is appreciated that the export sector will play a significant role in influencing the volatility of the national currency.

In formulating this Sector Development Plan, due consideration has been made to the various Government programmes aimed at eradicating poverty through commercialization of agriculture, provision of rural finance, improved market access, employment creation and industrialization. The Plan pursues industrialization and export oriented growth through value addition, agro-processing, mineral beneficiation and light manufacturing; increased employment creation through fast tracking skills development and harnessing the demographic dividend; strong public/private partnerships for sustainable development; and strengthening governance mechanisms and structures.

Further still, the TIC-SDP is designed on the premise that Trade, Industry and Cooperative development goes beyond the purview of just the Ministry responsible for the Sector; and that other relevant Ministries, Departments and Agencies with complementary roles to play are equally important.

Finally, I am delighted to present to the Nation the Trade, Industry and Cooperatives Sector Development Plan; and I urge all the stakeholders to ensure its fast implementation to transform the Ugandan economy from a peasantry into a modern and prosperous one.

For God and My Country

Amelia Kyambadde (MP)

MINISTER OF TRADE, INDUSTRY AND COOPERATIVES

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Acronyms and Abbreviations

AGOA	African Growth Opportunities Act
COMESA	Common Market for Eastern and Southern Africa
DCO	District Commercial Office
DPs	Development Partners
EAC	East African Community
EPA	Economic Partnership Authority
EPZs	Export Processing Zones
FTA	Free Trade Area
IFMS	Integrated Financial Management System
IPPS	Integrated Personnel Payroll System
LED	Local Economic Development
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MoFPED	Ministry of Finance, Planning and Economic Development
MoICT	Ministry of Information and Communication Technology
MoLG	Ministry of Local Government
MoTIC	Ministry of Trade, Industry and Cooperatives
MSME	Micro, Small and Medium Enterprise
MTAC	Management Training and Advisory Centre
MTEF	Medium Term Expenditure Framework
NDA	National Drug Authority
NDP	National Development Plan
NPA	National Planning Authority
OPM	Office of the Prime Minister
PNSD	Plan for National Statistical Development
PSFU	Private Sector Foundation Uganda
SWG	Sector Working Group
TEXDA	Textile Development Agency
TIC-SDP	Trade, Industry and Cooperatives Sector Development Plan
UCA	Uganda Cooperative Alliance
UCPC	Uganda Cleaner Production Centre
UDC	Uganda Development Corporation
UEPB	Uganda Export Promotion Board
UIA	Uganda Investment Authority
UMA	Uganda Manufacturers Association

UNBS	Uganda National Bureau of Standards
UNCE	Uganda National Commodity Exchange
UNIDO	United Nations Industrial Development Organisation
URA	Uganda Revenue Authority
UWRS	Uganda Warehouse Receipt System Authority
WRS	Warehouse Receipt System
WTO	World Trade Organisation

Glossary of Key Terms and Definitions

(Term)	(Definition)
Accreditation	Third party attestation related to conformity assessment body conveying formal demonstration of its competence to carry out specific conformity assessment tasks.
Conformity Assessment	Any activity to determine, directly or indirectly, that a process, product, or service meets relevant technical standards and fulfills relevant requirements.
Mineral Beneficiation	A process by which valuable constituents of an ore are concentrated by means of a physical separation process.
Cleaner Production	The continuous application of an integrated environmental strategy to processes, products and services to increase efficiency and reduce risks to humans and the environment.

Acknowledgement

I wish to acknowledge with gratitude various stakeholders and institutions for their tremendous contributions in the formulation of the Trade, Industry and Cooperatives Sector Development Plan (TIC-SDP). The technical guidance of the Core Technical Drafting Team and National Planning Authority (NPA) has been very insightful and is therefore highly appreciated.

The Ministry is immensely indebted to the various Sector Institutional Representatives and other related Ministries, Departments and Agencies that contributed Policy and Planning Framework documents among other Papers whose content was instrumental in informing this Sector Development Plan.

I acknowledge and appreciate the contributions of the Private Sector whose views and recommendations have been useful in driving the agenda of this Sector Development Plan in line with the Second National Development Plan (NDP II) with an ultimate aim of establishing a Private Sector-led economy in the medium to long run. Similarly, Civil Society Organisations and Academia are highly appreciated for their collaboration in the implementation and formulation of the Sector Development Planning Framework.

The Ministry is also grateful to the United Nations Family and all other Development Partners for the technical and financial support which has greatly assisted in the Sector Development Plan formulation process.

Finally, I acknowledge and appreciate the guidance of His Excellency the President of the Republic of Uganda and the Honorable Ministers in this Ministry in the course of the formulation of this Plan.

Ambassador Julius B. Onen
PERMANENT SECRETARY

Executive Summary

As a landlocked country, with a relatively small market, Uganda has to look outside its borders for opportunities to trade and import technology. In that regard, Uganda has committed to building a quasi-market oriented economy, fully prepared to take advantage of the unfolding global development opportunities.

The world population of 7.2 billion in mid-2013 is projected to reach 8.1 billion in 2025, according to official United Nations estimates. Much of this increase is projected to take place in high-fertility countries, mainly in Africa. By 2063, Africa's population is projected to reach 30 percent of the world's population, second to Asia which will be making up 50 percent, even if its share of the world's GDP by that date is projected to be only 10 percent.

By 2030, most developing countries should have experienced fast enough economic growth rates, averaging 5 percent per year, to bring extreme poverty down below five percent. The consequent growth in the global middle classes in emerging and developing countries will lead to a surge in global demand for natural resources, food items and manufactured goods to service middle class life styles.

Uganda, although a low income country, can also benefit from the growth in the size of the global markets for food, natural resources and light manufactured goods by taking advantage of its demographic transition that is starting to take root, by increasing the volume, diversity and quality of goods produced in these categories. Although Uganda's population growth rate of 3.2 percent is projected to drop to 2.4 percent by the year 2040, the total population will increase to 61 million in 2040²⁶. The decline in the size of the young population cohorts, due to declining fertility and the rise of the working age population cohorts, potentially present a demographic dividend for Uganda which, if properly harnessed, could propel the rate of economic growth.

Closely related to the growth in global population, is the rising demand for food and food related items, as evidenced by the high and rising global food prices. The combined effect of the rise in total global population, the increasing numbers of the global middle classes, and the negative impact of climate change on food production around the world (due to flooding and droughts), has resulted in a consistent rise in the demand for food relative to food supply. As a predominantly agricultural country, this situation provides a big opportunity for Uganda to increase production, productivity and add value to a variety of its agricultural outputs.

Trade is an important driver of economic growth and job creation worldwide. The success of the South East Asian countries (like South Korea) shows that, with political stability and commitment to development accompanied by proper policies, trade can drive economic growth and development. Trade has been a major engine of growth in all the emerging

economies and extensive studies have consistently shown that export growth is closely linked to economic growth. Moreover, there is growing empirical evidence that improved trade performance is closely associated with increased employment opportunities and higher incomes for the poor. For Uganda, a small economy with low consumer purchasing power and agriculture as the dominant sector employing 72 percent of the total labour force, regional and international trade enables local producers to participate in the wider global value chains, access larger markets and increase productivity, efficiency and overall competitiveness in production.

Scientific, technological and innovation advancement is a critical precursor for industrialization and therefore development. It enables the creation of new firms and/or industries that act as avenues for commercializing new products and processes. This stabilizes the technology balance of payments through net exportation of R&D outcomes and production ready technologies. With technological innovation and absorption, countries now have the ability to industrialize faster and more cheaply than before.

Industrialization plays a vital role in the economic transformation of countries. Economies that are effectively engaging in external trade have a better chance of importing and absorbing new technologies and hence can industrialize faster. The huge demand for light manufactured goods and processed agricultural products in the region (particularly South Sudan and Congo), presents a major development opportunity given the current limited capacity for production of these categories of goods in the wider East African region, the large percentage of the population that is not in paid employment and the labour intensive/low technology nature of this type of manufacturing. Establishment of light manufacturing/agro-processing industries in Uganda would create good paying jobs that are resilient to economic fluctuations in the developed world for the large and increasing numbers of the jobless youth. Goal 8 (target 8.1) of the proposed Sustainable Development Goals implores member countries to achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labour intensive sectors.

In consideration of these factors at play, the country's major strengths include a significant natural resource base, committed and stable political leadership, a clear long term vision for sustainable economic growth, a stable macroeconomic policy setting, recognition of the importance of higher education and human skills, effective and developed Public-Private Sector Partnerships for investment, a strategic local advantage with regard to South Sudan, Democratic Republic of Congo and the Great Lakes Regional markets of Eastern Africa and an improving institutional framework.

Therefore, the Trade, Industry and Cooperatives Sector shall work towards the achievement of the following objectives that are further explored in this Sector Development Plan.

- a) **Trade Development:** Increase the share of manufactured goods and services in total exports; Improve Private Sector competitiveness; Increase market access for Uganda's

products and services in regional and international market; and, Improve the stock and quality of trade infrastructure

- b) **Industrial Development:** Promote the development of value added industries in agriculture and minerals; Increase the productive capacities and capabilities required to produce goods and services; Enhance application of Standards and Quality Infrastructure; Promote and accelerate the use of research, innovation and applied technology; and, Promote green industry and climate smart industrial initiatives.
- c) **Cooperatives Development:** Promote the formation and growth of cooperatives; Enhance the capacity of cooperatives to compete in domestic, regional and international markets; and, Increase the diversity in type and range of enterprises undertaken by cooperatives.
- d) **Sector Administration and Management:** Enhance Public Administration and Management of the Sector; Develop the Sector's Institutional Human Resource; and, Strengthen Sector Institutional Infrastructure.

The National Budget is the tool through which Government transforms its policies and plans into service delivery. To improve the efficiency and effectiveness of this tool, the Sector Wide Approach (SWAP) framework was adopted by the Government of Uganda (GoU) in the FY 1999/2000 and commitment to its implementation confirmed in the National Development Plan (NDP 2010/11 – 2014/15). Under the SWAP, Sectors are therefore required to form Sector Working Groups (SWGs) that participate in the preparation, implementation and monitoring of the approved budgets implementation. SWGs are “standing committees” in which public and private institutions that deliver similar and related services jointly plan and budget for their interventions within a sector. The overall objective of SWGs is to ensure that institutions delivering related services work jointly to harmonize interventions within and between sectors (Enhance synergies within and between sectors). Through the TIC-SWG, the following strategic objectives will be jointly implemented spearheaded by, and under the coordination of, the Ministry of Trade, Industry and Cooperatives.

Summary of Implementation and Financing Budget for Strategic Objectives (US\$ Billions)

	Strategic Objectives	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	Trade Development						
1	Increase the share of manufactured goods and services in total exports	1.320	3.160	3.180	1.790	1.590	11.040
2	Improve Private Sector competitiveness	2.143	4.690	4.760	4.500	4.490	20.583
3	Increase market access for Uganda's products and services in regional and international market	7.400	7.550	8.080	8.120	8.180	39.330
4	Improve the stock and quality of trade infrastructure	22.620	82.780	85.100	55.900	55.300	301.700
	Industrial Development						
5	Promote the development of value added	90.750	104.625	111.000	109.725	114.300	530.400

	industries in agriculture and minerals						
6	Increase the productive capacities and capabilities required to produce goods and services	8.000	8.075	8.975	9.975	12.975	48.000
7	Enhance application of Standards and Quality Infrastructure	22.470	36.985	55.155	56.205	58.460	229.275
8	Promote and accelerate the use of research, innovation and applied technology	28.100	31.250	42.200	42.000	44.000	187.550
9	Promote green industry and climate smart industrial initiatives	10.500	14.500	17.200	19.500	19.700	81.400
	Cooperative Development						
10	Promote the formation and growth of cooperatives	10.491	13.096	12.056	11.346	11.746	58.735
11	Enhance the capacity of cooperatives to compete in domestic, regional and international markets	0.250	0.540	0.610	0.710	0.690	2.800
12	Increase the diversity in type and range of enterprises undertaken by cooperatives	0.190	0.470	0.490	0.490	0.490	2.130
	Sector Administration and Management						
13	Enhance Public Administration and Management of the Sector	4.247	4.278	4.298	4.326	4.272	21.421
14	Develop the Sector's Institutional Human Resource	6.240	6.680	5.440	5.390	5.330	29.080
15	Strengthen Sector Institutional Infrastructure	15.774	17.152	10.170	10.012	8.890	61.998
	Grand Total	230.495	335.831	368.714	339.989	350.413	1,625.442

In conclusion, the implementation of the TIC-SDP shall depend on the coordination, level of commitment and participation from all members of the Trade, Industry and Cooperatives Sector Working Group and its key stakeholders at large. While all the financial requirements have been costed in the TIC-SDP, some of the interventions will be implemented directly by the Responsible Agencies indicated in the Implementation and Financing Strategy Matrices. In the same vein, the attendant financial resources will also need to be budgeted for and provided under their institutional Votes. This shall strengthen the Monitoring of these programme interventions, and subsequent evaluation of level of service delivery against the set out objectives in the 5 year period as provided in the Monitoring and Evaluation Strategy.

Section 1

Introduction

1.0. Description

This section describes Uganda, the Trade, Industry and Cooperatives Sector, the Sector's mandate and composition, relationship of the Sector to the Uganda Vision 2040 and the Second National Development Plan, the Sector's State and Non-State Players, the inter and intra-sectoral linkages, and the Sector's Administrative and Management Structure.

1.1. General Information about Uganda

1.1.1. Location and Size

The Republic of Uganda, located in Eastern Africa, is a landlocked country about 800 kilometres inland from the Indian Ocean that lies astride the Equator between longitudes 29 ½° East and 35° East and between latitudes 4 ½° North and ½° South, at an average altitude of 1,100 meters above sea-level. It is bordered by the Republic of South Sudan to the North, Kenya to the East, Tanzania to the South, Rwanda to the South West and Democratic Republic of Congo to the West. It has a total area of 241,551 square kilometers, of which the land area covers 200,523 square kilometres.

1.1.2. Administration

Through the Decentralization Policy Framework, substantial powers, functions and responsibilities have been devolved to Local Governments, with the objective of improving the delivery of services and ultimately the quality of life of the people. The country is divided into 111 districts and one city (the capital city of Kampala), which are grouped into four administrative regions, namely: Central, Western, Eastern, and Northern. There were 56 districts in 2002, which expanded into 111 districts plus one city (Kampala) by 2010. Most districts are named after their main commercial and administrative towns, known as 'chief towns'. Each district is further divided into lower administrative units namely; counties, sub counties, parishes and villages or Local Council (LC1). The head elected official in a district is the chairperson of the Local Council five (usually written with a Roman numeral V).

1.1.3. Geography

The country enjoys equatorial climate with plenty of rain and sunshine moderated by the relatively high altitude. In most parts of the country, the mean annual temperatures range from 160 C to 300 C. Nevertheless, the Northern and Eastern regions sometimes experience relatively high temperatures exceeding 300 C and the South Western region sometimes has temperatures below 160 C.

The Central, Western and Eastern regions have two rainy seasons, from March to May for the first rains, and the second rains from September to November. The Northern region receives one rainy season from April to October, and the period from November to March

has minimal rain. Most of the areas in the country receives between 750 mm and 2,100 mm of rain annually.

The country has loamy soils with varying proportions of sandy and clay. In addition, it has varying vegetation with tropical rain forest vegetation in the South and savannah woodlands and semiarid vegetation in the North.

Uganda has a total area of 241,038 sq km of which 85% is land while 15% is under water. Over 21% of the land is arable and most of it is fertile soil and well watered with relatively reliable rainfall and numerous creeks and rivers. The branding of Uganda is a country gifted by nature. The terrain and rivers provide a unique environmentally friendly hydro-electricity generation capacity. Oil and gas resources have been discovered in the western part of the country. Currently, there is no oil production, but proven reserves of oil look likely to exceed 100 million barrels over the next two years, with production of 20,000 barrels per day by 2010.

Geo-scientific investigations confirm Uganda has a diversity of minerals including phosphate, gold, vermiculite, copper, cobalt, limestone, clay, iron ore and salt. Recently completed airborne geophysical surveys have generated high quality data that is of growing interest to major international mining companies. Currently, agricultural production is the backbone of Uganda's economy. Production is diverse and covers coffee, tea, cotton, sugar, fish, floriculture, maize, pineapples and livestock.

Table 1.1.4..Error! Use the Home tab to apply o to the text that you want to appear here..1 Land Area of Regions in Uganda

Region	Area
Central	61,403.2 km ² (23,707.9 sq mi)
Western	55,276.6 km ² (21,342.4 sq mi)
Eastern	39,478.8 km ² (15,242.8 sq mi)
Northern	85,391.7 km ² (32,969.9 sq mi)

1.1.5. Population Demographics

1.1.5.1. Population Size and Growth Rate

During the period 1969 – 2014, Uganda's population increased by 25.3 million, from 9.5 million in 1969 to 34.9 million in 2014. Between 2002 and 2014, Uganda's population increased by 10.7 million in a period of 12 years, at an average annual growth rate of 3.03 percent, a slight decline from the rate of 3.20 observed between 1991 and 2002. This trend suggests that, the population of Uganda could reach 40.4 million by 2020, and 46.7 by 2025. More than half of the population (52 percent) is female, and due to the country's high fertility rate, estimated at an average of 6.2 children per woman, half of the population is children under the age of 15 years. On the other hand, the proportion of older persons (60 and above), has slightly decreased from 4.6 percent in 2002 to 4.2 percent in 2014. Owing to the high population increase against fixed land, the average population density of Uganda

has increased from 48 persons per square kilometres in 1969, 123 in 2002 to 174 in 2014. The dependency ratio has also increased from 110 in 2002 to 124 in 2014.

Below are population figures from the 2014 census.

Map 1 showing Districts of Uganda, 2010

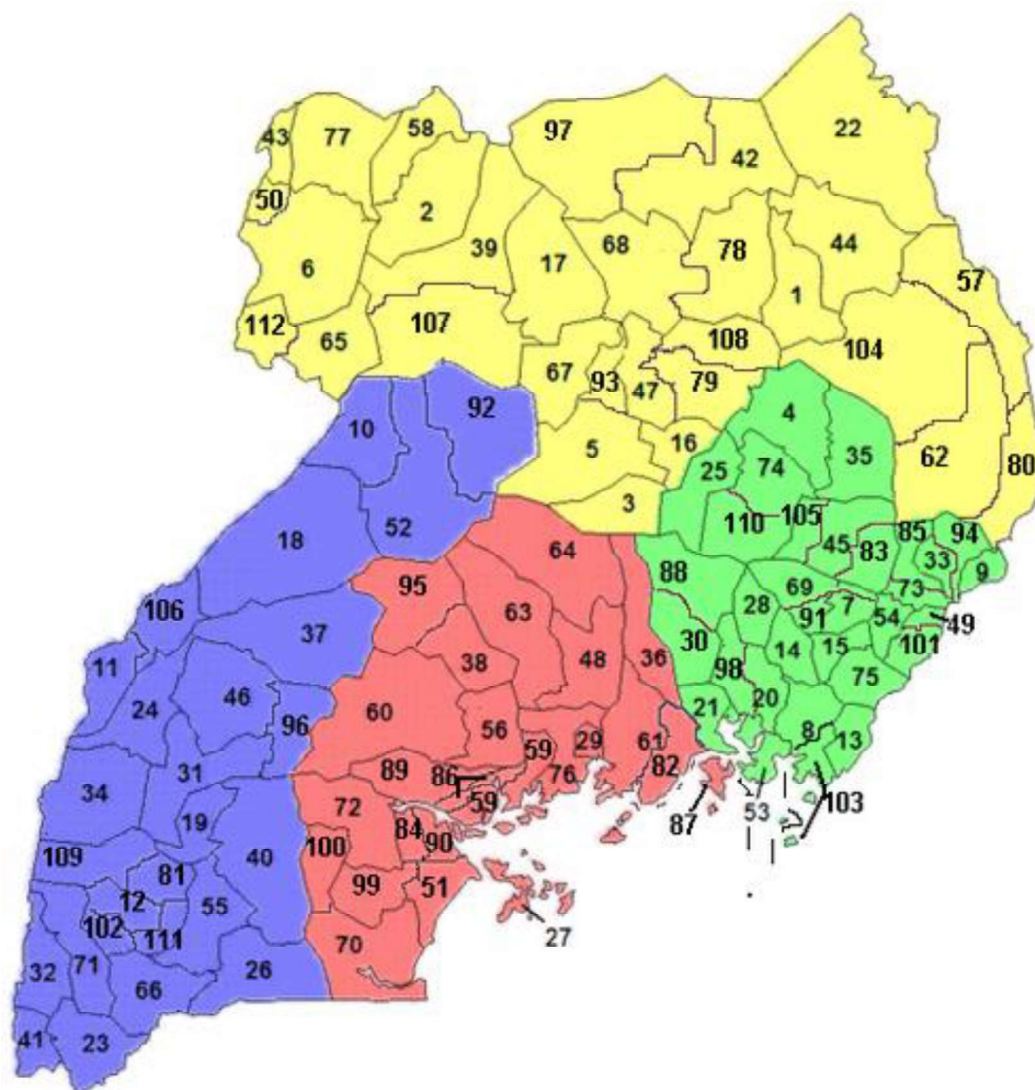


Table 1.1.5.2..Error! Use the Home tab to apply o to the text that you want to appear here..2 Uganda's Populations per Region and District, (Census 2014)

Central Region (red)			Eastern Region (green)			Northern Region (yellow)			Western Region (blue)		
SN	District	Pop.	SN	District	Pop.	SN	District	Pop.	SN	District	Pop.
82	Buikwe	436,406	4	Amuria	270,601	1	Abim	109,039	81	Buhweju	124,044
84	Bukomansimbi	151,075	7	Budaka	208,439	2	Adjumani	232,813	10	Buliisa	113,569
86	Butambala	100,471	49	Bududa	211,683	78	Agago	227,486	11	Bundibugyo	224,145
87	Buvuma	89,960	8	Bugiri	390,076	79	Alebtong	225,327	12	Bushenyi	235,621
89	Gomba	160,075	83	Bukedea	188,918	3	Amolatar	146,904	18	Hoima	573,90
27	Kalangala	53,406	9	Bukwa	89,253	80	Amudat	111,758	19	Ibanda	248,083

90	Kalungu	184,131	85	Bulambuli	177,322	39	Amuru	190,516	26	Isingiro	92,116
29	Kampala	1,516,210	13	Busia	325,527	5	Apac	368,786	23	Kabale	534,160
36	Kayunga	370,210	15	Butaleja	245,873	6	Arua	785,189	24	Kabarole	474,216
38	Kiboga	148,606	88	Buyende	320,468	16	Dokolo	182,579	31	Kamwenge	421,470
95	Kyankwanzi	214,057	20	Iganga	506,388	17	Gulu	443,733	32	Kanungu	252,075
48	Luweero	458,158	21	Jinja	468,256	22	Kaabong	169,274	34	Kasese	702,029
99	Lwengo	275,450	25	Kaberamaido	213,374	42	Kitgum	204,012	37	Kibaale	788,714
100	Lyantonde	94,573	28	Kaliro	236,927	43	Koboko	208,163	40	Kiruhura	328,544
51	Masaka	296,649	30	Kamuli	490,255	93	Kole	241,878	92	Kiryandongo	268,188
56	Mityana	331,266	33	Kapchorwa	104,580	44	Kotido	178,909	41	Kisoro	287,179
59	Mpigi	251,512	35	Katakwi	165,553	97	Lamwo	134,050	96	Kyegegwa	277,379
60	Mubende	688,819	91	Kibuku	202,630	47	Lira	410,516	46	Kyenjojo	423,991
61	Mukono	599,817	45	Kumi	258,073	50	Maracha	186,176	52	Masindi	292,951
63	Nakaseke	197,703	94	Kween	95,623	57	Moroto	104,539	55	Mbarara	474,144
64	Nakasongola	181,863	98	Luuka	241,453	58	Moyo	137,489	102	Mitooma	185,519
70	Rakai	518,008	101	Manafwa	352,864	62	Nakapiripirit	169,691	106	Ntoroko	66,422
72	Sembabule	252,994	53	Mayuge	479,172	104	Napak	145,219	66	Ntungamo	489,323
76	Wakiso	2,007,700	54	Mbale	492,804	65	Nebbi	385,220	109	Rubirizi	129,283
			103	Namayingo	223,229	107	Nwoya	128,094	71	Rukungiri	320,567
			14	Namutumba	253,260	108	Otuke	105,617	111	Sheema	211,720
			105	Ngora	142,487	67	Oyam	388,011			
			69	Pallisa	386,074	68	Pader	183,723			
			110	Serere	283,630	77	Yumbe	485,582			
			73	Sironko	246,636	112	Zombo	240,368			
			74	Soroti	297,154						
			75	Tororo	526,378						

Source: UBOS NPHC 2014 Provisional Results

1.1.5.3. Urban Migration

The urban population has overtime increased five-fold from about 600,000 in 1969 to 3 million in 2002. Between 2002 and 2014, the urban population is estimated to have doubled to over 6 million. This growth has been due to both natural population increase and reclassification of some hitherto rural areas which increased urban centres from 75 in 2002 to 194 in 2014, and expansion of geographical areas of some existing ones.

Table 1.1.5.4..Error! Use the Home tab to apply o to the text that you want to appear here..3 Key Population Indicators

Indicator	1969	1980	1991	2002	2014
Total population (million)	9.5	12.6	16.7	24.2	34.9
Male population (million)	4.8	6.26	8.2	11.8	16.94
Female population (million)	4.7	6.38	8.5	12.4	17.92
Percent 0-4 years	19.3	n.a.	18.9	18.7	
Percent 15-24 years	16.2	n.a.	20.0	19.9	16.6
Percent of females with age 15-49	44.7	n.a.	44.5	43.7	38.7
< 18 (%)	51.4	n.a.	53.8	56.1	56.7
		n.a.	23.6	22.3	18.4
60 years & above	5.8	n.a.	5.0	4.6	4.2
Sex ratio (males per 100 females)	101.9	98.2	96.5	95.3	94.5

Dependency ratio	101.1	n.a.	102.5	110.2	124
Population Density	48	64	85	123	174
Percent urban	6.7	7.4	11.3	12.3	18.4

Source: UBOS, NPA-NDPII

1.1.6. Regional and International Context

Uganda is a member of the East African Community, together with Kenya, Tanzania, Rwanda and Burundi. It is also a member of the African Union, the Common Market for East and Central Africa (COMESA), the International Conference on the Great Lakes Region (ICGLR), the Inter-Governmental Authority on Development (IGAD), the World Trade Organisation (WTO) and the United Nations Organisation (UN) among others.

1.2. Background of the Trade, Industry and Cooperatives Sector

The Trade, Industry and Cooperative Sector is one of the key sectors that steer the development of the country through its influence in production and marketing of goods and services. It is a key sector in enhancing economic development through its ability to create employment opportunities and stimulating higher incomes. The Sector aims to ensure availability of goods and services by expanding and diversifying domestic and export markets.

The TIC Sector Development Plan 2015/16-2019/20 is developed to carry on unfulfilled interventions laid out in the National Development Plan, Sector Strategic Investment Plan, and consolidating all efforts and resources to operationalise interventions that will enable the sector to achieve the strategic objectives as laid out in the Second National Development Plan (NDPII).

1.3. Sector Mandate and Composition

The mandate of the Trade, Industry and Cooperatives Sector is derived from the Constitution of the Republic of Uganda (1995 – Article 189, Sixth Schedule Sections 11, 12, 13, 20, 23, 25 and 29) as follows:

“To formulate, review and support policies, strategies, plans and programs that promote and ensure expansion and diversification of trade, cooperatives, environmentally sustainable industrialization, appropriate technology development and transfer to generate wealth for poverty eradication and benefit the country socially and economically.”

The Sector is composed of various public and private institutions with the lead Organization being the Ministry of Trade, Industry and Cooperatives. The Ministry directly supervises the operations of nine (9) other public agencies namely Uganda Industrial Research Institute (UIRI), Uganda National Bureau of Standards (UNBS), Uganda Export Promotion Board (UEPB), Management Training and Advisory Centre (MTAC), Uganda Development Corporation (UDC), Uganda Warehouse Receipt System Authority (UWRSA), African Growth Opportunities Act Secretariat (AGOA-Sec), Uganda Cleaner Production Centre (UCPC) and Textile Development Agency (TEXDA).

The Sector is also composed of other public agencies delivering sector related services such as MoFPED, MEACA, MoFA, MEMD, MAAIF, MoICT, MoIA, MoLG, UIA, KCCA, CDO, UCDA, URSB, and the Private Sector with apex bodies such as PSFU, UNCCI, UMA, UCA and USSIA.

1.4. Intra and Inter Sectoral Linkages

The Trade, Industry and Cooperatives sector shares a unique relationship with sectors like Agriculture, Energy, Transport, Financial Services, Health and Environment.

Though agriculture's share in Uganda's GDP has declined from 64.1 percent in 1985 to 22.9 percent in 2011, the agricultural sector remains a key driver of growth for Uganda's economy as its main source of livelihood and employment for over 66 percent of the working age persons. It contributes over 51.4 percent of Uganda's formal export earnings and provides the bulk of raw material for Uganda's pre-dominantly agro-based industries. Commercialization of Agriculture, therefore, has a direct impact on the growth of the trade, industry and cooperatives sector with positive ramifications for socioeconomic transformation. Existing synergy gaps are in the area of linking the unique market requirements identified in the trade sector with the efforts to sustainably increase production in the agricultural sector.

This therefore calls for the successful implementation of the Uganda Government's industrialization agenda which is another integral part of its overall economic transformation strategy. This will require the continued collaboration of the trade, agriculture, energy and transport sectors. The contribution of the trade, industry and cooperatives sector is through the promotion of value addition, conformity to quality and standards, best practice post-harvest losses to ultimately increase Uganda's export earnings particularly from agricultural and mineral resources which are areas of a competitive advantage. Industrialization also offers greater prospects for increased employment, more export earnings, wider tax base, increased purchasing power, increased integration with Agriculture, product diversification, greater efficiency, and technical skills for modernization and higher productivity throughout the whole economy.

Trade development has been concerned with the creation and diversification of markets, development and stability of productive capacities, harmonization of the tariff regime, reduction of trade barriers, and diversification of exports and expansion of export markets. This requires functional institutions, supportive legislation, adequate and efficient trade facilitating infrastructure, appropriate human capital and skills. However, to expand domestic, regional and international trade; there is need to adopt and implement internationally recognized and accepted Standards, Metrology, Conformity Assessment and Accreditation (SMCA) practices. This provides a vital link to global trade, market access and export competitiveness as they contribute to consumer confidence in product safety, quality, health and the environment.

Cooperatives provide a viable organizational framework for social economic development. Through cooperative development, communities can improve their wellbeing by pooling resources for enhanced production, improved market access, financial inclusion and, the acquisition of storage and value addition infrastructure. Cooperatives enterprises facilitate sustainable development through minimization of leakages of resources from the domestic economy, quality improvement and capacity building.

The Agricultural Sector is very pivotal for the enhancement of the production and productivity of agricultural products which are required to boost export trade and raw materials for the local industries. This implies that increased production in the Agricultural Sector will as well transform the domestic supply chain to both industries and consumer market, and thereby also increase the volumes of Uganda's exports.

That notwithstanding, clean and reliable energy is vital as industrialization is concerned. Value addition initiatives require energy and the manufacturing sector for continuity of supply of manufactured goods. There is need for adequate infrastructure to facilitate reliable continuous and reliable power supply to facilitate industrial production and the Juakalis.

Transport services are also essential for the Sector as they facilitate transportation of inputs, finished products and services to the market. Uganda has three forms of transport including Water, Land and Air. All the forms of transport facilitate trade in various ways and it should be made as efficient and affordable to the users to cut. MTIC's interests derived from the desire to have adequate supply of transport to enable producers to access internal, regional and international markets.

Financial services are very vital in promoting production of goods and services. This facilitates producers and traders to purchase inputs, equipment and machinery at various levels of production of goods and services. A good financial system enables all categories of players to easily access loanable funds from formal financial institutions at favorable terms.

Effective and accessible health services are a prerequisite to high production and productivity in all sectors. A healthy population is crucial for a strong human capital base a requisite for increased production. Quality health services facilitate trade in health services locally regionally and internationally and it promotes Private Sector growth. Therefore, it is necessary for a country to have reliable health services accessible at all levels.

Good weather and climate is supportive to food production, tourism and services sector. The flora and fauna are sources of tradable goods and the vegetation provides good soils and watershed for agricultural production. Given that much of the regional and international trade in Uganda is dependent on agricultural products. This necessitates continuous preservation of the environment to promote production of tradable goods and services especially by adopting environmentally sustainable industrialization. On the other hand, the

TIC Sector needs to ensure that it operates within an effective and efficient environmental management framework in order to preserve a good environment for sustainability.

This relationship therefore calls for unique coordination and engagement, and selfless synergies across all the value chain actors. This is attainable with a clear definition of roles to be played by all the stakeholders involved.

1.5. Relationship to Uganda Vision 2040

The over-riding aim of Uganda's economic policy is sustained economic growth and transformation from a Least Developed Country (LDC) to a Middle Income Country. Within this framework, the Vision 2040 has been formulated as a long-term development planning framework. Uganda Vision 2040 provides development paths and strategies to operationalize Uganda's Vision statement which is "*A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years*". The Vision 2040 is conceptualized around strengthening the fundamentals of the economy to harness the abundant opportunities around the country, including her geographical location and trade that are to date considerably under-exploited.

The vision of the Sector is to have "*Sustainable cooperatives, competitive trade and world class industrial products and services*". In order to achieve the sector vision and contribute to the realization of long term aspirations and objectives of the National Vision, the Trade, Industry and Cooperatives sector intends to; (1) enhance the competitiveness of Uganda's Private Sector in the face of globalization and; (2) foster the realization of export-led Private Sector growth. This thrust falls well within the theme of the National Development Plan II which is "Strengthening Uganda's Competitiveness for Wealth Creation, Inclusive Growth and Employment".

During the formulation of the Uganda Vision 2040, nationwide consultations were conducted involving various stakeholders and consensus was reached on the following aspirations in the Sector for Uganda's future development.

- (i) Ugandans desire to be resourceful and prosperous nationals contributing to national development through gainful employment, savings and investments. Ugandans desire to earn high incomes and have a stable economic environment. They aspire to be part of a strong East African Federation.
- (ii) Ugandans desire to have world class infrastructure and services, and modern technology to improve productivity and production. Ugandans also aspire to have access to clean, affordable and reliable energy sources to facilitate industrialization.

In line with Vision 2040 and having benchmarked it with selected Upper Middle Income (UMI) countries that have achieved similar level of development status, a number of socio-economic indicators and targets were developed for Uganda. The table below presents the baseline and desired targets for the Sector. These development targets are reference points to indicate the desired level of development and social-economic transformation.

Table 0.4 Vision 2040 Sector Economic Indicator Baselines and Desired Target

No.	Development Indicator	Baseline Status: 2010	Target 2040
1	Per capita income	USD 506	USD 9500
2	Income distribution (GINI Coefficient)	0.43	0.32
3	Sectoral composition of GDP (%)	Agriculture	22.4
		Industry	26.4
		Services	51.2
4	Labor force distribution in line with sectoral contribution (%)	Agriculture	65.6
		Industry	7.6
		Services	26.8
5	% share of national labor force employed	70.9	94
6	Manufactured exports as a % of total exports	4.2	50
7	Gross Capital Formation as % of GDP	24.1	30
8	Technology up-take & diffusion (Technology Achievement Index (TAI))	0.24	0.5
9	Public expenditure as a % share of R&D to GDP	0.1	2.5
10	Innovation as measured by patents registered per year	3	6000

Source: Uganda Vision 2040

Over the Vision period, the planning approach will be based on harnessing strategic opportunities by strengthening the relevant fundamentals that facilitate maxima returns from the opportunities. This will be coupled with increasing the level of the country's competitiveness to enable production of globally competitive goods and services.

The Vision 2040 strategy to improve trade balance is to: increase and diversify exports and ensure stable supply to meet market targets; identify new export destinations in regional and emerging markets; ensure that the exports are competitive and meet international standards; develop an effective incentive system to attract and expand investments in export commodities. The incentive system is aimed at facilitating productivity enhancement in production for exports.

1.6. Relationship to Second National Development Plan

The TIC SDP is focused on the economic Development framework determined by the NDP II. For this matter the objectives of the TIC SDP were derived from the NDP II objectives and related interventions. The objectives considered include; increase the share of manufactured goods and services in total export; improve private sector competitiveness; increase market access for Uganda's goods and services in regional and international markets; improve the stock and quality of trade infrastructure; promote information and

growth of cooperatives; enhance the capacity of cooperatives to compete in domestic, regional and international markets; increase the diversity and range of enterprises undertaken by cooperatives.

Development of the industrial sector will be achieved through sustainable development of value added industries in agriculture and minerals; increasing the stock of new manufacturing jobs; enhancing the use of standards and quality infrastructure in industry; promoting and accelerating the use of research innovation and applied technology; and promoting green industry and climate smart industrial initiatives.

The Sector derived its outputs, indicators and activities from the objectives under each subsector as highlighted above.

1.7. State and Non-State Players in Sector Environment

The Trade, Industry and Cooperatives sector has various domestic and international institutions (state and non-state players) that deliver relevant services to the Citizenry of Uganda. These include; Central Government Ministries, Departments and Agencies, Local Governments, Legislators, Commercial Courts, Private Sector Associations, Manufacturers, Traders, Cooperatives, Financial Institutions, Development Partners and the International Organizations that Uganda is a member of, among other players.

- a) **Ministries:** The various Ministries that interface with the Sector are responsible for the formulation of policy and regulatory frameworks to facilitate a conducive working environment for investment and doing business within the Sector.
- b) **Agencies/Parastatals:** Government Agencies or Parastatals that are instituted by Acts of Parliament are responsible for implementing the various policy and regulatory frameworks under the guidance and supervision of the Ministries responsible for their respective sectors.
- c) **Local Governments:** The Local Governments, under the decentralization policy of the Central Government, are responsible for the co-implementation of Central Government Policies and Regulations within the strategic direction of the Center. The District/Municipal Commercial Offices spread across the country are responsible for the implementation of the Sector's mandate and Strategies to spur Local Economic Development as the lead actors. The lead supervisory role of the Local Governments falls within the mandate of the Ministry responsible for Local Governments.
- d) **Legislators:** These support the Ministries in the preparation and enactment of Commercial Laws that regulate the Sector for a more conducive working environment for businesses to thrive in an orderly manner.
- e) **Private Sector Associations:** These are lobbyists, advocates, partners and beneficiaries of Government regulatory and policy support within their specialized sectors. These are

composed of representatives from Private Sector enterprises in their various sizes and dimensions, bound by common business interests.

- f) **Academia and Researchers:** They research and disseminate information that may guide policy formulation by Government in trade and industry. They also partner with the Sector to provide necessary skills and knowledge required for the sector's development. They partner with other players in the promotion of innovation, product development and technology advancement for commercialization.
- g) **Farmers:** These provide the necessary inputs for the agro-processing industry and direct supply to the market. These create quality and sustainable supply of agricultural raw materials in reasonable demand for consumption by a significant population of local households, the local agro-industries, and ultimately the export markets. These are targeted for growth and development support by Government programmes and Financial Institutions as well-organized and accountable singular enterprises or collective groups dealing in a specific product, geographically dispersed across the country.
- h) **Industrialists/Manufacturers:** These add value to the country's predominantly agricultural output to produce goods such as beverages and cooking oil. They also produce other non-agricultural commodities such as steel rolls and plastic for both final and intermediate use by the Ugandan economy.
- i) **Traders:** These are the primary distributive agents of all goods and services produced within the country as well as those imported from abroad. They also facilitate the export of locally produced goods abroad attracting much needed foreign exchange.
- j) **Cooperatives:** Cooperatives are associations of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise. Cooperatives are based on the principles of voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, cooperation among cooperatives and concern for the community. They are registered by the Government Registrar of Cooperatives, and their apex body for representation is the Uganda Cooperative Alliance.
- k) **Micro, Small and Medium Enterprises (MSMEs):** These firms constitute a large share of enterprises in Uganda and are a cornerstone of economies. Though they are a major source of employment they still have challenges of being competitive to survive and grow in the present era of the liberalized and digital economy that make national boundaries almost irrelevant.
- l) **Financial Institutions:** These are sources of finance to the Private Sector players and Government Institutions. They range from Commercial Banks to Micro-Finance Institutions, Public and Private.

- m) **Development Partners:** These are key partners in financing Government's priority development programmes in the sector. The most active DPs in the sector include the EU Delegation, SIDA, TradeMark East Africa, Enhanced Integrated Framework (EIF), the DFID-UK, the Korean International Cooperation Agency (KOICA) and the Japanese International Cooperation Agency (JICA). With their support, the Government through the Ministry has been able to implement programmes to enhance the capacity and competitiveness of Uganda's Private Sector and these include the Quality Infrastructure and Standards Programme, the Economic Partnership related Trade and Private Sector Support Programme, the Trade Capacity Enhancement Programme, the District Commercial Services Support project, the One Village One Product Programme, the National Response Strategy for Elimination of Non-Tariff Barriers and the Regional Integration Implementation Programme.
- n) **Regional and International Organizations:** These are the various organizations that Uganda is signatory to, and subscribes to for trade and industrial development. These include the East African Community (EAC), the Common Market for East and Southern Africa (COMESA), the World Trade Organization (WTO), the United Nations Development Organization (UNIDO), the International Standards Organization (ISO), the CODEX Alimentarius Commission, and the International Bureau of Exhibitions (IBE).

1.8. Sector Administrative and Management Structure

To improve the efficiency and effectiveness of the transformation of policies and programmes into service delivery, the Sector Wide Approach (SWAP) framework was adopted by the Government of Uganda (GoU) in the Financial Year 1999/2000 and commitment to its implementation confirmed in the National Development Plan (NDP 2010/11 – 2014/15). In this approach, Sectors form Sector Working Groups, such as the Trade, Industry and Cooperatives Sector Working Group. The Ministry has oversight in the Sector as the Chair of the Sector Working Group, and directly supervises the operations of nine (9) Public Agencies whose mandates and relationships in the Sector are fully explored below.

1.8.1. Ministry of Trade, Industry and Cooperatives

The Trade, Industry and Cooperatives Sector is administered and managed by the responsible Government Ministry which also has oversight role over operations of the Sector's Public Agencies and Institutions.

1.8.1.1. Directorate of Trade, Industry and Cooperatives

The Directorate is responsible for formulation and implementation of trade, cooperatives and industry policies and plans. It is also responsible for coordinating, supervising and facilitating activities that promote these policies and plans. The main functions of this Directorate are to:

- a) Coordinate formulation, implementation and evaluation of policies and plans for sustainable development and growth of the Trade, Cooperatives and Industry sectors;

- b) Coordinate establishment and enforcement of regulations and standards for quality assurance for service programmes of the Trade, Industry and Cooperatives;
- c) Coordinate review and updating of policies and plans for Trade, Industry and Cooperatives sectors;
- d) Evaluate sector information holdings available on Trade, Industry and Cooperatives sectors for publication and dissemination;
- e) Coordinate, promote and support establishment of linkages and partnerships with the private sector and other MDAs to enhance values and benefits from Trade, Industry and Cooperatives activities;
- f) Coordinate and support Uganda's trade missions abroad;
- g) Manage resource planning and utilization as well as optimization of synergies across the directorate; and
- h) Oversee ratification and implementation of international conventions, treaties and agreements on Trade, Industry and Cooperatives that are of interest to the Country.

1.8.1.2. Department of Industry and Technology

This Department is responsible for policy formulation, planning and coordination; and promoting the expansion, diversification and competitiveness of the industrial and technological sector. The functions of this department are to:

- a) Initiate and formulate policies, legislation and strategies for industrial and technological development;
- b) Promote industrial research, science and innovation;
- c) Acquire, develop, advance and promote appropriate technologies;
- d) Collect, analyze and disseminate information on industry sector for policy guidance and decision making;
- e) Support the development and transformation of the informal sector (Jua-kali) and indigenous technologies;
- f) Support development of Micro Small and Medium Enterprises (MSMEs) and industries with a major focus on backward and forward linkages;
- g) Develop and promote standardization, quality assurance, laboratory testing, metrology and accreditation to enhance competitiveness of local industries, ensure consumer protection, and enforce compliance with technical regulations;
- h) Develop specialized skills to support industrial and technological development;
- i) Encourage the establishment of backward and forward linkage industries with special emphasis to agro-processing and other aspects of the country's competitive advantage;
- j) Coordinate, promote and support establishment of linkages and partnerships with other Ministries, Departments and Agencies (MDAs) and Private Sector to enhance values and benefits from the sector; and,
- k) Oversee the operations of the Uganda Industrial Research Institute (UIRI), the Uganda National Bureau of Standards (UNBS), the Management Training and Advisory Centre (MTAC), the Uganda Development Corporation (UDC), the Textile Development Agency (TEXDA), and the Uganda Cleaner Production Center (UCPC).

1.8.1.3. Department of Cooperatives Development

This Department is responsible for policy formulation, planning and coordination for cooperatives development. Its main functions are to:

- a) Initiate and formulate policies, legislation and strategies for cooperatives development;
- b) Supervise and monitor cooperatives to ensure they operate within the established cooperative laws and set objectives for the benefit of members;
- c) Register and deregister cooperative societies;
- d) Promote formation of cooperative societies;
- e) Provide and administer the technical services required for the formation, organization, registration and operation for the cooperative societies;
- f) Facilitate the establishment of marketing infrastructure (Warehouse Receipt System, Rural Information System) to improve marketing of goods by cooperatives;
- g) Support Uganda's Commodity Exchange and other distribution mechanisms;
- h) Manage the Cooperative Management Information System (CMIS);
- i) Building capacity for the Cooperative members;
- j) Develop and promote standards for sound cooperative business management; and
- k) Coordinate, promote and support establishment of linkages and partnerships with other Ministries, Departments and Agencies (MDAs) and Private Sector to enhance values and benefits from the sector; and,
- l) Oversee the operations of the Uganda Warehouse Receipt System Authority (UWRS).

1.8.1.4. Department of Internal Trade

This Department is responsible for developing, coordinating, regulating, promoting and facilitating domestic trade. The main functions of this department are to:

- a) Initiate and formulate policies, legislation and strategies for domestic trade development;
- b) Coordinate the design of policy interventions that promote the competitiveness of Ugandan products and services domestically and internationally;
- c) Collaborate with other Ministries, Departments and Agencies (MDAs), Development Partners, the Private Sector, Civil Society and Academia in the design and implementation of programmes and interventions to promote domestic trade;
- d) Facilitate smooth flow of trade through provision of trade and market information;
- e) Support capacity building, and participate in trade negotiations to secure and expand markets for Ugandan products and services;
- f) Manage and coordinate integration within EAC, COMESA and other regional economic communities;
- g) Undertake and evaluate trade research, manage and disseminate trade information that promotes domestic trade;
- h) Facilitate trade diversification and smooth flow of trade;
- i) Monitor trade practices and policies; evaluate trade research; and

- j) Collaborate with Private Sector associations and Government Institutions in regulating trade.

1.8.1.5. Department of External Trade

This Department is responsible for developing, coordinating, regulating, promoting and facilitating external trade with particular emphasis on export promotion and access to international markets. Its main functions are to:

- a) Initiate and formulate policies, legislation and strategies for external trade development;
- b) Coordinate the design of policy interventions that promote the competitiveness of Ugandan products and services internationally;
- c) Collaborate with other Ministries, Departments and Agencies (MDAs), Development Partners, the Private Sector, Civil Society and Academia in the design and implementation of programmes and interventions to promote external trade;
- d) Facilitate export trade diversification and promotion of non-traditional exports;
- e) Facilitate smooth flow of trade through provision of trade and market information;
- f) Manage and coordinate multilateral (WTO), bilateral and regional trade and integration within COMESA, EAC and other regional economic communities;
- g) Undertake and evaluate trade research, manage and disseminate trade information that promotes external trade;
- h) Initiate and negotiate bilateral/multilateral trade agreements and arrangements in order to secure favorable terms for Uganda's external trade;
- i) Monitor trade practices and implementation of sectoral policies; and
- j) Oversee the operations of the Uganda Export Promotion Board (UEPB) and the AGOA Secretariat in Uganda.

1.8.1.6. Directorate of Micro, Small and Medium Enterprises

This Directorate was established to provide a focal coordination institution for formulating, implementing and monitoring policies and programs for the promotion and development of Micro, Small and Medium scale enterprises in the country. The functions of this Directorate are:

- a) Coordinating with other Government Ministries, Departments and Agencies as well as private sector institutions, and adopt a multi-sectoral approach in the management of MSMEs.
- b) Formulating of policies, programs, projects and schemes
- c) Monitoring and evaluation of the implementation of policies, programs, projects and schemes
- d) Establishing and maintaining of updated national database on MSMEs.
- e) Establishing and maintaining of a national integrated information system for MSMEs
- f) Support MSMEs entrepreneurs' skills development and Business Development services.

- g) Supporting Research and Development, acquisition of appropriate technology and transfer, standards and quality improvement/certification, access to testing facilities as well as implementation of cleaner production practices.
- h) Developing systems and mechanisms for MSMEs promotion and development such as financial support, innovation and technology support, marketing support, consulting and mentoring system, incubation system,
- i) Participating in the formulation of international cooperation programs, collaboration networks and plans related to MSME and enterprise promotion.

1.8.1.7. Department of Processing and Marketing

This Department is responsible for formulation, revisions/ updating and implementation of policies, strategies and action plans related to MSME's production and marketing

Division of Marketing Promotion: This division is responsible for executing the following activities:

- a) Carrying out MSMEs registration
- b) Researching for new products, catalogues of appropriate machinery, and marketing techniques
- c) Conducting surveys, publish and disseminate economic, statistical and research information concerned with raw materials, quantity and quality of products, potential markets and others
- d) Setting up and manage a database for MSMEs activities
- e) Supervising, monitoring, evaluate and report progress on the implementation of the MSME promotion and development programs and projects country wide
- f) Supporting MSMEs to participate in National and regional exhibitions
- g) Enhancing ICT capabilities, financial and management guidance, branding, packaging and marketing operations.
- h) Liaising with Uganda Export Promotion Board and Uganda Investment Authority in identifying the markets and investment partners
- i) Creating linkages and liaising with other Ministries, Departments Statutory bodies, Private sector associations, Academia and Development Partners on matters of MSME's.

Division of Technological Research, Innovations and Processing: This division is responsible for executing the following activities:

- a) Providing assistance in sourcing of appropriate technologies for the improvement of processing, productivity, and competitive positions of new and existing businesses,
- b) Providing guidance on One Village One Product(OVOP) programme and other projects in all regions of the country
- c) Providing technical advice on resource efficient and cleaner production technologies
- d) Coordinating the provision of financing for new start-ups, consultancy and advisory services
- e) Coordinating establishment of business incubation centers and common facilities centers

- f) Carrying out appropriate technological research & transfer
- g) Supporting the networking and cooperation of MSMEs
- h) Liaising with Uganda Industrial Research Institute and other technological research/ academic institutions to develop technologies relevant to MSMEs

1.8.1.8. Department of Business Development and Quality Assurance

This Department is responsible for formulation, revisions/ updating and implementation of policies, strategies and action plans related to MSME's

Division of Quality Assurance and Standardisation: This division is responsible for executing the following activities:

- a) Providing technical guidance and advice to MSMEs related to productivity, quality management capabilities and standards
- b) Facilitating clustering strategies and community marketing programs
- c) Liaising with Uganda National Bureau of Standards and National Environment Management Authority and all institutions involved in quality management issues
- d) Conducting and participating in promotion of Quality awareness , methods and concepts
- e) Facilitating and promoting product standardization (SMCA)
- f) Promoting the use of technologies that are environmental friendly among MSMEs
- g) Coordinating with international organizations that are involved in MSME Promotion , Development and Productivity enhancement

Division of Training and Business Skills Development: This division is responsible for Strengthening MSMEs human resource development by executing the following activities:

- a) Providing for enterprises technical assistance, skills needs assessment and linking them to training institutions or opportunities
- b) Organizing training in specific new skills or for developing entrepreneurs in areas such as business plan development, team building and marketing strategies
- c) Facilitating access to non-financial resources and provide capacity building services to MSMEs
- d) Strengthening the synergies between Business and Vocational training institutions, the Ministry, Management Training and Advisory Center (MTAC) and private sector entrepreneurs
- e) Monitoring and evaluating programs and projects of all organizations/institutions which assist and provide business development services to MSMEs
- f) Working with vocational and business training institutions such as Management Training and Advisory Centre to design and provide training programmes tailored towards improving productivity of MSMEs in the informal sector

1.8.1.9. Department of Finance and Administration

The mandate of this Department is to provide essential administrative, auxiliary facilities and financial related services to the Ministry. Its specific objective is to provide policy guidance and strategic leadership to the Ministry, effectively and efficiently manage the Ministry's physical, human and financial resources. This Department's functions are to:

- a) Facilitate other departments with the necessary resources to deliver the Ministry's mandate;
- b) Initiate, coordinate, support, oversee and where applicable, facilitate implementation of strategies and programmes aimed at enhancing the development and promotion of Trade, Cooperatives, Industry and Technology;
- c) Promote and coordinate the research activities and initiatives of the Sector, with a view to ensure that results are utilized and are beneficial to the country and all stakeholders;
- d) Inspect, monitor and evaluate the progress, standards, and efficiency of the various departments, under its mandate for quality assurance, policy direction and guidance;
- e) Collect, process, analyze, and disseminate National and International information on the respective sectors hence providing vital input necessary to improve rational decision-making; and,
- f) Manage the Ministry's public relations.

The Ministry is assisted by various Units within this Department such as: the Policy and Planning Unit, Human Resource and Security Registry, Accounts, Internal Audit, Procurement and Disposal Unit, ICT and Resource Centre and Legal Unit. These play various roles to support the technical delivery of services to the Public.

1.8.2. Uganda Industrial Research Institute (UIRI)

UIRI was formally established by an Act of Parliament in 2002 to "...". The institute is a progeny of the East African Industrial Research Organization (ESIRO) of the defunct East African Community (EAC)]. After the demise of the then EAC in 1977, the three member states continued with the splintered Industrial Research Organizations.

Operations and Functions

In fulfillment of its mandates, UIRI performs the following functions:

1. Identify and/or develop appropriate technologies and processes for the exploitation of our nation's natural resources.
2. Upgrade and strengthen the existing indigenous technologies through basic and applied research.
3. Set-up pilot plants to demonstrate the operation and benefits of new technologies, and otherwise perform the role of an incubator for new industrial enterprises.
4. Design, develop and adapt machinery, tools, equipment and instruments suitable for small-scale enterprises, especially in rural areas.
5. Maintain a comprehensive data bank on industrial research, technologies, materials and products.
6. Facilitate the provision of technical advice and other assistance to existing enterprises in order to improve their competences and their operational efficiencies.
7. Provide research findings to entrepreneurs to assist them in setting up new projects.
8. Collaborate with other organizations, both nationally and internationally, to create synergies to improve knowledge, networking and capacity building for the benefit of our client base and for rapid industrialization through technology transfer.

9. Serve as a production technology reference center.

1.8.3. Uganda Development Corporation (UDC)

The Uganda Development Corporation was created by the UDC ACT, 2014. It is the development and investment arm of the government of Uganda. It is mandated to promote and facilitate the industrial and economic development of Uganda through making long-term investment in strategic sectors of the economy.

Operations and Functions

1. To facilitate Government investment in strategic sectors of the economy for the purposes of industrial and economic development.
2. To promote, facilitate and implement Public Private Partnerships in areas related to the object of the corporation.
3. To enter into joint ventures or other arrangements with any domestic or foreign entity for the purposes of fulfilling the object of the Corporation.
4. To take over the interest of Government in the specified entities and to manage, promote and facilitate the interest of the government in those entities.
5. To be one of the implementing entities of public private partnerships on behalf of government.
6. To advise the Minister on the industrial and economic development of Uganda.
7. To promote finance or guarantee the financing of any undertaking in Uganda or outside Uganda.
8. To procure the registration of the corporation in any country or territory.
9. To acquire an interest in, provide or by underwriting or otherwise assist in the subscription of capital for any undertaking engaged in, or proposing to establish or expand or modernize any business or enterprise.
10. To appoint any person to act on behalf of the Corporation as director of or in any other capacity in relation to any enterprise or undertaking in which the corporation has an interest.

1.8.4. Uganda Export Promotion Board (UEPB)

The Uganda Export Promotion Board was created by Statute no. 2 of 1996 and mandated to coordinate all activities that would lead to export growth on sustainable basis its current form, functions and activities are fully governed and guided by this statute.

Operations and Functions

The Board was set up to serve five primary functions:

1. To provide trade and market information services (details of tariffs for all markets by product category, general market entry information, lists of importers by country and product category, price data, analyses of market trends, import and export procedures and documentation requirements, trade flows by products and trade partners, and market information dissemination)
2. To promote the development of exports (including provision of technical advice in production and post-harvest handling, and test marketing new exports)

3. To provide trade promotional services (including organizing, coordinating and participating in trade fairs, and organizing both inward and outward trade missions aimed at fostering export growth)
4. To provide customized advisory services such as basic business skills, export distribution channels, foreign trade practice, trade preferences available to Uganda, pre-shipment credit and other trade financing, and export
5. To formulate and recommend to Government export plans, policies and strategies

1.8.5. Uganda National Bureau of Standards (UNBS)

The Uganda National Bureau of Standards was established by the UNBS Act Cap 327 and became operational in 1989. Through this Act, the Bureau is mandated to: develop and promote standardisation; quality assurance; laboratory testing; and metrology to enhance the competitiveness of local industry, to strengthen Uganda's economy and promote quality, safety and fair trade.

The UNBS Headquarters is located in Nakawa Industrial Area with regional offices in Lira, Mbale, Jinja, Kampala and Mbarara. It is governed by the National Standards Council and headed by the Executive Director who is responsible for the day-to-day operation of UNBS. The current staff strength of UNBS is one hundred and six (106) people, of whom approximately 75% are technical staff of the organization.

Operations and Functions

The Bureau as a Trade Support Institution provides the following services:

a) Promotion of Exports

UNBS assists exporters by:

1. Providing information on standards and quality requirements of the export markets.
2. Conformity assessment of the export products through laboratory testing and inspection. Certificates of analysis and/or certificates of conformity are issued whenever required by the export markets.
3. Providing training and technical advisory services to (both existing and potential) export-oriented industries and businesses on standardisation and quality assurance to enable them improve on the quality of the exports.
4. Assisting in export-oriented industries and businesses in establishing Quality Management Systems (e.g. ISO 9000) in their processes to improve their capability of producing products that conform to the export market standards and quality requirements

b) Ensuring quality imports:

UNBS through implementation of the Import Inspection and Clearance Regulations 2002 carries out inspection of imports to:

5. Safeguard the health and safety of the consumers and the environment against imported substandard, shoddy and hazardous products.
6. Safeguard our industries from cheap counterfeit imports that can be a threat to our infant industries.

7. Ensure that Uganda's hard-earned foreign exchange is not wasted on shoddy, substandard and sometimes dangerous products, which may not only further impoverish the people but also cause ill health sometimes resulting in death.
8. Similarly, UNBS facilitates import trade by providing importers with information on requirements of Uganda Standards for onward transmission to potential suppliers abroad.

c) Ensuring fairness in domestic trade:

UNBS is the custodian of the physical internationally traceable measurement standards such as the standard kilogram, standard metre length etc. UNBS does this through ensuring precision and reliable measurement systems by:

9. Verifying the accuracy of weighing and measuring instruments used by traders and consumers in commercial transactions,
10. Calibrating measuring and testing equipment used in industry to ensure accurate measures of products made by these industries
11. Assisting the private sector, procurement agents, tenders, government and the general public in assessing conformity of purchases to specifications through testing, measuring and inspection of the consignments before delivery.

d) The regulatory function of the UNBS is carried in the following ways:

12. Carrying out market surveillance to rid the market of dangerous, shoddy and substandard and counterfeit products.
13. Providing information and technical advisory services to industries to enable them meet quality and standards requirements.
14. Providing technical assistance to industries so as to improve on the quality and safety of their products and services.
15. Carrying out quality audits and inspection with the aim of quality marking or certifying products that conform to Uganda Standards or other specifications.

1.8.6. Management Training and Advisory Centre (MTAC)

The Management Training and Advisory Centre's core mandate is to promote enterprise development and sound management practices through training, advisory, entrepreneurship development services and business. The Centre was established on 14th July 1964 as a project of the Government of Uganda (GOU) that was funded by the United Nations Development Programme (UNDP) and the executing agency was the International Labour Organisation (ILO). The successful project was subsequently transformed into the MTAC, which was established by the Management Training and Advisory Centre Act, 1969. The Center has expanded and extended its operations and service delivery to the Grassroots through the outreach centres in Iganga, Pader, Lira, Kabale, Bushenyi, Rukungiri, Mbale, Masaka, Mbarara, Mpigi, Luweero and Ntungamo districts.

Operations and Functions

1. To assist Government departments, public and private institutions with advisory and training services;
2. To assist industry and other economic sectors in improving management practices;
3. To assist existing and new enterprises in studying designs of new products, models and devices;
4. To prepare citizens of Uganda for managerial, functional and supervisory roles in industries and business enterprises;
5. To help citizens of Uganda to become entrepreneurs;
6. To raise the standard of skill of workers employed in industry; and,
7. To organize and conduct training courses for semi-skilled and skilled workers.

1.8.7. Uganda Warehouse Receipt System Authority (UWRSA)

The Uganda Warehouse Receipt System Authority was established under the WRS Act, 2006. Its mandate is to promote and regulate the warehouse receipt system as stipulated in the Act.

Operations and Functions

1. Licensing storage facilities, Warehouse Keepers and their personnel, and Warehouse Inspector.
2. Issuing Negotiable Warehouse Receipts to Depositors
3. Monitoring and Evaluation
4. Capacity building for key stakeholders including Banks, Depositors, Warehouse Operators, Large scale buyers.

1.8.8. African Growth and Opportunity Act Secretariat (AGOA Sec)

African Growth and Opportunity Act (AGOA) Secretariat serves as a monitoring unit to reduce bureaucracy affecting Foreign investors that come to Uganda to invest in Export related projects under AGOA initiative, sensitize and mobilize the private sector to take advantage of AGOA and monitor ongoing projects. The Vision of the Secretariat is to see Uganda's Value-added quality products exported to The American market under AGOA and other markets and wealth creation through "Trade not Aid" as a means of poverty eradication for Ugandans and business growth for Uganda's private sector.

Operations and Functions

1. To promote Uganda's value-added Quality products to the American market and other regional and international markets.
2. Sensitizing our private sector to take advantage of opportunities such as AGOA (African Growth Opportunity Act) given by the U.S.A, EBA (Everything But Arms) given by Europe and GSP- Generalized Special preference.

1.8.9. Uganda Cleaner Production Center (UCPC)

Uganda Cleaner Production Centre (UCPC) is one of the National Cleaner Production Centres in Africa established by United Nations Industrial Development Organisation (UNIDO) under

the UNIDO global Cleaner Production Programme. It is a professional Centre that delivers and coordinates services in regard to Resource Efficient and Cleaner Production (RECP) methods, strategies practices and technologies. The main objective of UCPC is to introduce Cleaner Production practices to enterprises in Uganda in order to help companies reduce operating costs through increased overall efficiency, especially in the use of materials and energy.

Operations and Functions

1. Provide Technical Assistance and In-plant Assessments to individual enterprises.
2. Offer training of trainers to build a cadre of national experts that can assist enterprises and other organizations with the implementation of CP.
3. Undertake Information Dissemination and Awareness Creation on RECP concepts, methods and benefits.
4. Offer Policy Advice to promote RECP and other related concepts.
5. Undertake CP Technology and Investment Promotion.

Textile Development Agency (TEXDA)

The Textile Development Agency promotes the growth of entrepreneurs in textile businesses through technical, managerial and entrepreneurial skills' upgrading. Strengthens capabilities of MSE in the textile sector, through mentoring, provision of inputs and machinery, and facilitates the manufacturing of innovative quality products that are competitive on both local and export markets. TEXDA's mandate is to: Provide Textile Skills Training in the areas of: Garment construction; Product Development; Hand Spinning; Hand loom Weaving, Surface Design (Tie & Dye, Batik and Printing) and the core courses of Basic Design and Business Management. This training is provided in three levels i.e. Basic, Intermediate and Advanced each covering three months and Industrial Training for University Students for six weeks.

Operations and Functions

1. To ensure Production in bulk in all the skill areas in which training is done above.
2. Provide Incubation services to allow entrepreneurs rent space to manufacture their products utilizing state of the art equipment
3. Provide advisory services on Textile Business improvement from skilled trainers and business owners who are available for one on one consultation
4. Undertake Joint retail with Textile Entrepreneurs and trade show participation to allow for products exposure to wide-ranging customers.
5. Maintain a Research Facility including an extensive library of books and current periodicals that allows entrepreneurs to gain inspiration on new designs and current trends.

1.8.10. Commercial Services Departments in the Local Governments

Following the Decentralization Policy, the Sector's mandate is represented at the Local Governments by Departments and Offices for Commercial Services. The functions of these departments are as follows:

a) Trade Development and Promotion Services

- Developing and updating the District Trade and Investment Profile
- Participating in any local media to inform or sensitize the communities on the Trade Policy and market information for the District's produce.
- Linking the local businesses and producer groups to markets both within the country and outside the country with the support of MoTIC and its agencies like UEPB.
- Engaging in or facilitating workshops and seminars with a purpose of informing the communities on trade issues and market information for the District's produce.
- Writing proposals, in line with the Sector's Strategic Policy and Planning framework, to boost and develop trade at the Local Government in collaboration with the District Planning Unit for uptake and funding.

b) Enterprise Development Services

- Supporting and encouraging businesses to register for formal trade, and also in acquiring licenses for operation.
- Developing and maintaining a register or database of all enterprises operating in the Local Government
- Assisting produce value addition businesses at the LG in acquiring Quality and Standards Certification with the support of MoTIC and UNBS.
- Advising value addition businesses on various packaging solutions for their products and improving their competitiveness on the market.

c) Cooperatives Mobilization and Outreach Services

- Mobilizing members and producers to form groups in the form of Cooperatives for their collective economic and social benefit.
- Assisting the newly formed groups or cooperatives in the process of registering as cooperatives with the Registrar of Cooperatives at the Ministry of Trade, Industry and Cooperatives.
- Participating in the Annual General Meetings of Cooperatives at the LG.
- Supervising activities and operations of cooperatives within the LG.

d) Industrial Development Services

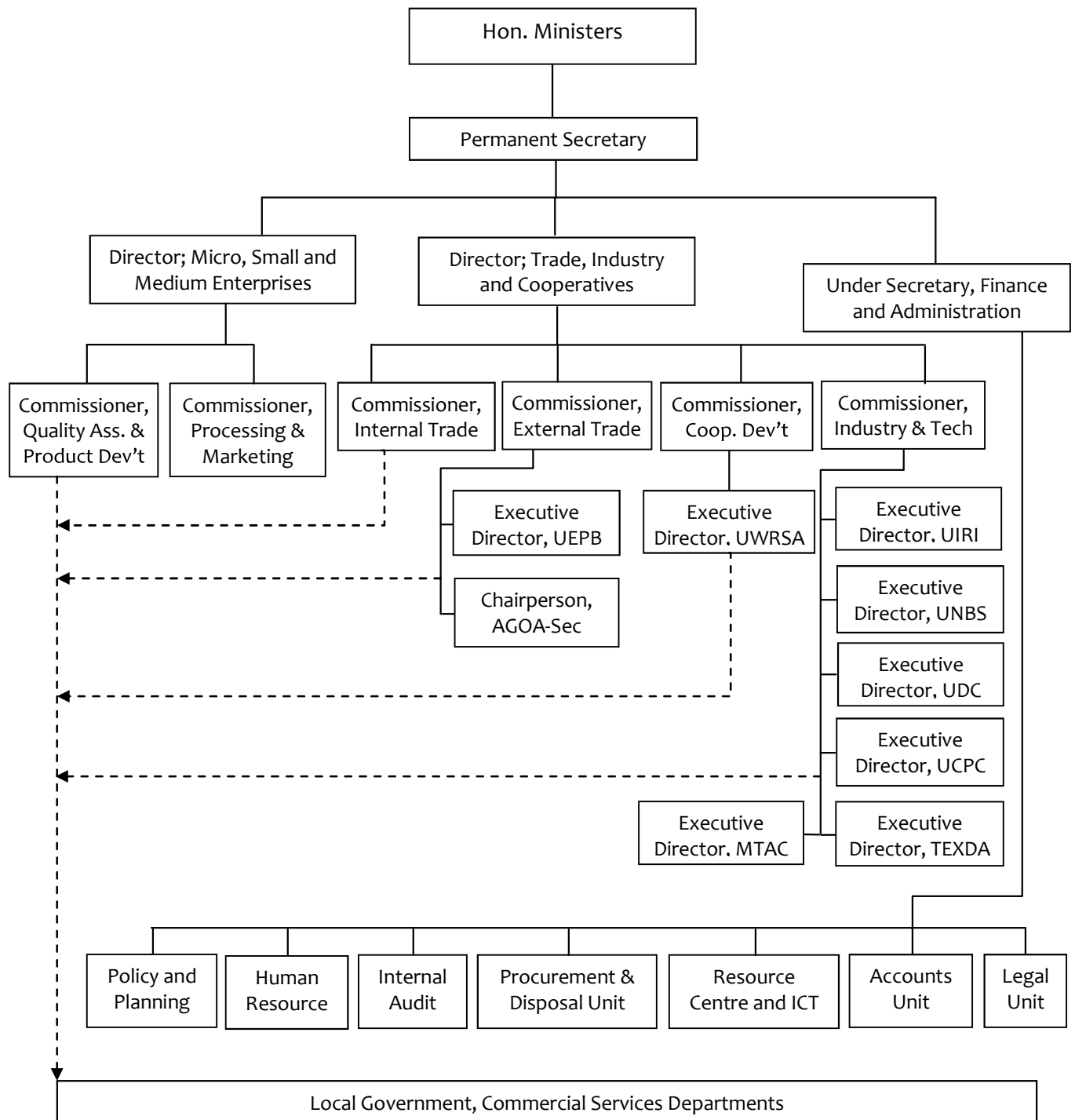
- Promoting various value addition processes, methods and equipment to producers at the District.
- Assessing the LG's production capacity, existing value addition facilities and recommend value addition measures for follow up.

- Facilitating regular data collection on manufacturing enterprises and compile updates for the Industrial database.

e) Tourism Promotion Services

- Developing and updating the District Tourism Profile
- Promoting Tourism opportunities in the District
- Streamlining tourism promotion in the District Development Plans.
- The DCOs shall write a report on the District's tourism potential, including various tourist attraction sites and briefs about them for submission to MoTWA.

Map 2 Organisational Structure of the Ministry



Section 2

Sector Development Analysis

2.0 Description

This section presents a detailed review of Sector's development status and trends over the past 5 year period and beyond. It presents the country's achievements, challenges and identifies areas that need to be addressed within the Sector over the period 2015/16 – 2019/20. This analysis forms the foundation for the strategic direction for the Sector to take in terms of approaches, objectives and desired outcomes defined in this Plan.

2.1 Situational Analysis

The following situational analysis will be a key foundation for any sound intervention in the Sector through: Defining the nature and extent of the problems in the local context; Mapping out the perceptions and experiences of key stakeholders in relation to the problems; Identifying existing strategies and activities which address the problems; Identifying the actors and organizations that are already active in the thematic areas; Identifying the actors and organizations that could be important partners; and Identifying gaps in existing strategies and activities.

2.1.1 Key Resources for Sector Development

The performance, growth and development of the Trade, Industry and Cooperatives Sector is dependent upon Resources such as: Agricultural Resources, Energy and Mineral Resources among others identified in the Second National Development Plan (NDP II).

2.1.1.1 Agricultural Resources

Agriculture remains the backbone of Uganda's economy. In 2012/13, the sector accounted for 25.3 percent of the country's GDP up from 24.7 percent in 2010/11. The contribution of the sector to GDP in 2013/14 using current prices stands at 24.8 percent. It employs about 72 percent of the total labour force (including disguised labour), 77 percent of whom are women, and 63 percent are youth most of whom reside in the rural areas. Its contribution to total goods export earnings in 2012/13 was 40 percent.

The sector is dominated by food crops, forestry and livestock production accounting for 51.6 percent, 18.2 and 17.8 percent respectively. In addition, cash crops accounted for 7.2 percent, fishing 5.1 percent and agriculture support services accounted for 0.1 percent of the sector gross value added in 2013/14. The country is one of the leading producers of coffee, tea, cotton, cereals, bananas, livestock and fish products in the world. There exist enormous opportunities for agro-processing to increase the benefits from the sector which the country has not fully harnessed.

Agricultural production is mainly dominated by smallholder farmers engaged in food and cash crops, horticulture, fishing and livestock farming. Farmers that are categorised as subsistence are estimated to deliver between 75–80 percent of the total agricultural output

and marketed agricultural produce. Smallholder/ enterprises, commercial farmers and estate operators are about 15 percent, 3 percent and 0.5 percent of farmers respectively.

There are connectivity problems between the production areas and final markets leading to high transportation costs that reduce agricultural profit margins. The sector is also characterized by limited value addition which is attributed to poor post-harvest handling techniques, inadequate bulking and storage facilities, and high electricity costs. Besides, limited market information and capacity of the primary producers to meet the standards required in the export market limits the sector's contribution to the country's export earnings.

2.1.1.2 Energy and Mineral Resources

A big proportion of the industrial enterprises, businesses and institutions do not have either sufficient or uninterrupted access to electricity from the national grid. The pattern of electricity consumption in 2012 was as follows: 24 percent domestic activities, 11percent commercial, 11percent small industrial users and 47 percent large industrial. An increase in industrialisation in the country has seen increased use of electricity for industrialisation from 10.7percent in 2007 to 47 percent in 2012. Uganda's electricity consumption per capita is still low, estimated at only 80kWh per capita at the end of 2012, which is significantly lower than Africa's average of 578kWh per capita and the world's average of 2,472kWh per capita. This level of consumption compares poorly with countries like Kenya at 133 kWh, Ghana at 246 kWh and Zambia at 551 kWh per capita.

The total installed electricity generation capacity increased from 595MW in 2010/11 to 850MW in 2013/14. The growth in overall installed capacity in recent years has largely been due to additional capacity at Bujagali (250 MW) in 2012, and also includes 100 MW of thermal power that is on standby. The total grid electricity supply increased by 7.1 percent from 2,737.8 GWh in 2012 to 2,932.8 GWh in 2013.

Access to electricity increased from 11 percent in 2010 to 14 percent in 2012 and about 7 percent had access to electricity in the rural areas. A number of 33/11 kV electrification schemes have been commissioned in various parts of the country and Solar PV systems installed in households, health centres, schools, enterprises and water pumping stations. The key energy subsector challenges in Uganda still remain the lack of a good mix of energy sources in power generation; low level of access to modern energy; inadequate infrastructure for generation, transmission and distribution; low level of energy efficiency; high tariffs; the unreliable and inefficient supply among others.

The minerals subsector's contribution to GDP was estimated to be 0.3 percent in 2012/2013. Value added by the minerals subsector at current prices increased from UGX 134 billion in 2010/2011 to UGX 185 billion in 2012/2013 mainly driven by exports of gold and cement. The country has a huge potential in other mineral products that include: Copper, Cobalt, Tungsten, Beryllium, Bismuth, Columbite-Tantalite, Lead and Zinc ores, Lithium, Tin, iron ores, Platinum, Uranium , Rare Earth Metals, Marble, Limestone, Phosphate (Apatite and

francolite), Vermiculite, Kaolin, Bentonite, Diatomite, Gypsum, Glass sands, Salts, Feldspar, Quartz, Pozzolana, Dimension Stones and Gemstones.

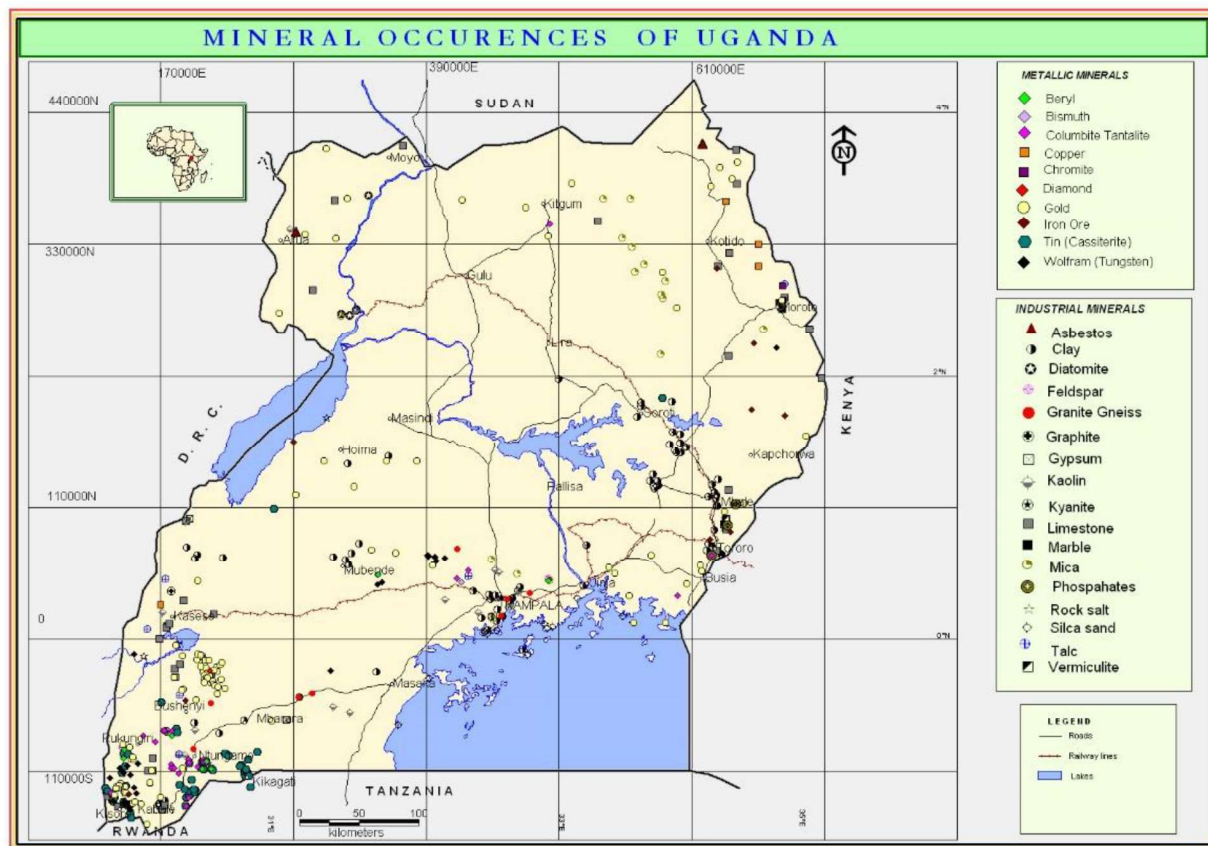
Government has put a lot of emphasis on attracting private investment in mineral resources exploration and development through the provision of geo-scientific information on minerals, and management of equitable and secure titles systems for the mining industry. Sixteen (16) potential mineral targets for exploration and development have been identified in the following locations: Iganga, West Nile, Moroto, South Eastern Uganda, Nigobya, Bukusu, Masindi, Buhweju, Pakwach, Kaiso, Mayuge, Kafunjo- Ntungamo, Makuutu, Hoima, Kaliro and Aboke.

Increased exploration and new data led to discoveries of: over 200 Million Tons (MT) of iron ore reserves at Muko in Kigezi and others in Buhara, Muyebe and Nyamiranga in Kabale District (48 MT), Butogota in Kanungu District (55 MT) and Bufumbira, and Kisoro (8 MT); over 300 MT of marble/limestone in Karamoja; over thirty (30) Uranium targets out of which ten (10) are considered priority uranium targets in Arua, Pakwach, Gulu-Kitgum, Masindi, Hoima-Kibaale, Fort Portal, Mbarara and Ntungamo. Mineral exploration in Karuma and geochemical, geophysical surveys show Nickel-Cobalt-Copper-Chromium, Platinum Group Minerals (PGM), Gold rich anomaly, and Rare Earth Elements which is 2kilometres long and 250 meters wide. There have also been developments in the Sukulu phosphate project in Tororo District.

Since 2006, a total of 111 exploration and appraisal wells have been drilled in the country, out of which 99 encountered oil and/or gas in the subsurface. This represents a success rate of over 89 percent, which is among the highest globally. The twenty one (21) petroleum discoveries in the Albertine Graben to date are; Turaco, Mputa, Waraga, Nzizi, Kajubirizi (Kingfisher), Kasamene, Ngege, Nsoga, Ngiri, Jobi, Rii, Ngassa, Taitai, Karuka, Wairindi, Ngara, Mpyo, Jobi-East, Gunya, Rii and Lyeo. With the exception of Turaco, Taitai and Karuka which were considered to be non-commercial, the oil companies are taking forward appraisal of all the other eighteen (18) fields.

The total oil in place is estimated at 6.5 billion barrels of oil and 100 billion cubic feet of gas in less than 20 percent of the Albertine Graben with recoverable of 1.5 billion barrels. A total of 127 wells have been drilled of which 115 have encountered Hydrocarbons. A total of 21 oil and gas discoveries have been made in the Albertine Graben. Crude blend is between 230 to 330 API with very low sulphur of 0.16wtpercent. The appraisal for 9 of the discoveries has been completed and an application for production license submitted. Over 80 percent of the Albertine Graben is not yet licensed.

Map 3 showing the Mineral Occurences of Uganda



There exist opportunities that need to be explored which include promoting value addition for minerals particularly those that are exported in raw form. There is need to exploit the multitude of opportunities in the upstream, midstream and downstream sub sectors of the petroleum sector to effectively create wealth and generate more employment opportunities over the next five years.

2.1.2 Sector Policy, Legislative, Regulatory and Institutional Reforms

Under this thematic area, twenty six commercial laws were prioritized by the Presidential Investors Round Table. A number of these have been enacted: Audit Act 2008, Copyrights and Neighboring Rights Act 2006, Hire Purchase Act, 2009; Partnership Act, 2011; the Contract Act 2010; the Mortgage (Amendment) Act, 2010; Trade Marks and Services Marks Act, 2009; Trade Secrets Protection Act 2009; Computer Misuse Act 2010; Electronic (Digital) Signature Act 2010; and Electronic Transaction Act 2010, Companies act, 2009; Geographical Indications Act 2008; Industrial Property Act, 2009; Insolvency act, 2009; The Chattels Securities act, 2009; The Retirement Benefits Authority Bill; Uganda National Bureau of Standards (Amendment) Bill, 2010, The Capital Markets Amendment Bill, 2010, The Free Zones Bill, 2012, the Accountants (Amendment) Bill, 2011 and The Public Private Partnership Bill, 2012. Other priority commercial laws are still at various stages of the legislative process:

The Trade Licensing (Amendment) Bill, 2012, has just been passed and is awaiting assent by the President while the Retirements Benefits Sector Liberalization Bill 2011 was approved by Cabinet and is currently before Parliament. The Investment Code (Amendment) Bill, 2014; and Sale of Goods and Supply of Services Bill, 2008, are still before Cabinet. The Anti-Counterfeit Goods Bill, 2009, was presented to Parliament and then withdrawn, and had to be taken through the process afresh; it is currently at the drafting stage.

2.1.3 Trade Development

Uganda has pursued export-led growth coupled with prudent macroeconomic policy and structural transformation of the economy. The Government attained strides in liberalizing the economy through the removal of import controls, increased access to affordable foreign exchange, and stabilizing of commodity prices. The removal of these controls enabled the vibrant growth of the Private Sector into the path of an independent self-sustaining and integrated economy.

2.1.3.1 Competitiveness Enhancement

The World Bank Doing Business Report 2015 ranks Uganda at the 150th position, an improvement of two places from the 152nd position in 2014. Uganda scores best with respect to ‘Enforcing Contracts’ (80) and ‘Resolving Insolvency’ (98) indicators. However, the Doing Business Report records poor performance for Uganda in the following indicators:

- Getting Electricity (184): where businesses incur high costs of buying a transformer to connect a warehouse to the grid;
- Starting a Business (166) and dealing with construction permits (163) where several procedures still exist and the time for obtaining the required authorization is still long; and,
- Trading across Borders indicator (161): much as Uganda made Trading across Borders easier by implementing the ASCYUDA World Electronic system for the submission of export and import documents, the ranking is still a cause for concern among businesses.

Overall, Uganda trails her regional peers Rwanda, Tanzania and Kenya; and is just better than Burundi and South Sudan!

2.1.3.2 Performance of Businesses

Most businesses in Uganda are not registered and therefore not easily located and traced during provision of necessary services. The Census of Business Establishments conducted by UBOS on formal business in 2010/11 shows the average annual turnover of formal businesses with more than 5 million shillings regardless of the number of employees it had. It provided details of the distribution of businesses by activity, region, employment size, legal ownership, ownership by sex, information on Computer and internet usage.

The structure of the businesses in the country following that exercise revealed that there were 458,106 businesses in the country of which 61 percent of the businesses were in the Trade sector followed by Accommodation & Food Services with 14 percent and Recreation and Personal Services with 9 percent. Businesses in the Agriculture sector (including Fishing and Forestry) accounted for only 2 percent. The businesses in Information & Community Services, Finance & Insurance, Transport and Storage, Mining & Quarrying, Construction and Utilities accounted for just 2 percent of the total number of businesses.

The following details emerged clearly:

- 60% of the Businesses were in the central region of which a half were in Kampala region
- Businesses in the Trade Sector employed the majority (42 percent). 53 percent of the employees in the Trade sector were male while 47 percent were female.
- 35 percent of the employees were in Kampala district.
- **70% of the businesses were Micro** (annual turnover of less than 5 million shillings irrespective of the number of employees)
- More than 50 percent of the businesses were less than 6 years while only 17 % were more than 20 years old.
- 99 percent of the businesses were owned by Ugandans. The others combined owned only 1 percent
- 94 percent of the businesses were under Sole Proprietorship while just 2 percent of the businesses were under Partnership and Private Limited Companies each.

It is therefore prudent to have strategic interventions which are aimed at reducing the mortality of businesses, improving their regional distribution and making trade businesses generally respond to employment needs of society.

(tables showing distribution of businesses countrywide, gender dimensions of businesses, business ownership, and employment created)

(illustration of shopping points in the country in type & number? supermarket survey)

2.1.3.3 Uganda's Export of Goods

Uganda trade sector has recorded a reasonable expansion over the five years (2009-2013), during the implementation of the first national trade sector development plan. Over the period, merchandise exports increased from \$2,326.6 million to \$2,828.7 million, equivalent to 21.6 percent increase. The year 2014 registered a 6% decline in exports from US\$ 2.82

billion in 2013 to US\$ 2.65 billion in 2014. Uganda's leading merchandise exports in 2014 are as summarized in table below:

Table 2.1.3.4. Error! Use the Home tab to apply o to the text that you want to appear here..5 Leading Merchandise Exports, 2014 (US\$ million)

Product	Value	Main Destinations
Coffee	410.1	Europe & Sudan
Oil re-exports	148.5	DR Congo & S. Sudan
Base Metals & Products	122.5	Rwanda & S. Sudan
Fish & its prod.	118.7	Europe & Hong Kong
Cement	90.6	Rwanda, S. Sudan & Burundi
Tea	84.8	Kenya
Hides & skins	73.3	China & Italy
Tobacco	64.6	Kenya, Netherlands & Poland
Sugar	60.9	S. Sudan, DR Congo & Rwanda
Cocoa Beans	60.6	Germany, Malaysia & Switzerland

Source: BoU & UN COMTRADE

The regional market continues to be an important destination for Uganda's merchandise exports. What partly explains this growth is increased investment in re-exports and wholesale trade in manufactured merchandise. From trading with COMESA, Uganda earned US\$ 1.16 billion in 2014 compared to US\$ 1.27 billion in 2013, a decline of 8%. Despite the decline, COMESA remains Uganda's lead export destination representing 52% export market share followed by EU with 23%, Asia (8%) and Middle East at 7% respectively. A country level assessment of export markets reveals that the top four export countries for Uganda are also her neighbours, led by South Sudan (17.2 percent), Kenya (13 percent), DRC (11.1 percent) and Rwanda (9 percent). Of top ten export markets for Uganda (with at least 2 percent of total merchandise exports), four of these are all neighbouring countries and members of the EAC. The country's integration in the EAC is therefore bearing fruit in terms of export growth; and more could be done to get Ugandan exports into the COMESA outside the EAC.

The EU was Uganda's lead export destination in 2005 accounting for 38% of total merchandise exports. Although the EU share has since declined and has been overtaken by COMESA/EAC as the top partner bloc, overall value exported to the EU has risen from US\$313.2 million in 2005 to US \$527.4 million in 2014, an increase of 68.4%. COMESA exports on the other hand have grown by 384.1%, while exports to the EAC have increased by 401.1%. Exports trade with other regions has also recorded positive growth.

Exports to Asia grew by 391.8%, rest of Africa¹ (238.7%), Middle East (82.1%), rest of Europe (30.4%) and the Americas (13.6%). Uganda has done well in negotiating market access arrangements whereby preferential treatment is accorded to most of its products. However, a closer examination of the country's export performance in these markets reveals a mixed picture. While it has done relatively well in the regional markets (EAC and COMESA) and the EU market, further afield the situation is less than satisfactory.

The AGOA market has been particularly disappointing with exports of AGOA (excluding GSP) products having been declining from just US\$ 0.8 million in 2011 to US\$ 64,000 in 2012, US\$ 47,000 in 2014 and US\$ 54,000 from January to September 2014 (US Department of Trade's AGOA information portal).

2.1.3.5 Uganda's Import of Goods

Uganda has seen phenomenal growth fuelled by various factors including a construction boom (imported inputs such as cement, plumbing materials, interior décor and furnishings, etc.), exploration for and development of minerals notably oil and gas, and growing incomes that demand consumer and other investment goods that the local economy is unable to supply for now.

Merchandise imports increased at a faster rate than exports, increasing from \$4,247.4 million in 2009 to \$5,817.5 million in 2013, equivalent to a 37 percent increase. As a result, total merchandise trade deficit increased from \$(1,920.8) in 2009 to \$(2,988.8), which is slightly higher than the 2013 total merchandise exports. The year 2014 registered a 12.9% decline in imports from US\$ 5.82 billion in 2013 to US\$ 5.067 billion in 2014.

Table Error! Use the Home tab to apply o to the text that you want to appear here..6 Top 10 Sources of imports, 2014 (US\$ billions)

Country	Value	Main Products
India	1.2	Petroleum oils, pharmaceutical products & motor cycles
Kenya	0.6	Petroleum oils, cements , Iron & steel
China	0.5	Electrical, electronic equipment, vehicles.
United Arab Emirates	0.3	Mineral fuels(oils), machinery, nuclear reactors & electrical, electronic equipment
Japan	0.3	Vehicles, iron & steel, machinery, nuclear reactors.
South Africa	0.2	Iron & Steel, electrical, electronic equipment & vehicles
Indonesia	0.2	Animal vegetable fats & oils, miscellaneous chemical products & essential oils

¹ Rest of Africa includes: Tanzania, South Africa, Nigeria and others.

Saudi Arabia	0.1	Plastics & articles, mineral fuels & fertilizers
Germany	0.1	Machinery, nuclear reactor, vehicles & electrical, electronic equipment
United Kingdom	0.1	Machinery, nuclear reactor, vehicles & electrical, electronic equipment
Total Imports	3.6	

Source: Calculations based on BoU statistics

India is the leading source of Ugandan imports, accounting for 26.8 percent of total imports in 2013. The import value from India was \$1,559 million (equivalent to about 65% of Uganda's formal exports) in 2013. The top sources of imports in 2014 are India (US\$ 1.2 billion), Kenya (US\$ 605.5 million) and China (US\$ 548.3million). The top ten import sources are as in the table 5 above. Together these ten markets supplied nearly 74% of the country's imports in 2014. The main imports from India were: mineral fuels, oils and distillation products, pharmaceuticals machinery, vehicles and Iron and steel. However India was also the source of a variety of other manufactures including food item such as packed cereals and beverages. From China the main imports were electrical and electronic equipment, machinery, vehicles and footwear and clothing. Like in the case of India, China was also the source of a large variety of other manufactured consumer products.

The imports from Kenya are dominated by mineral fuels, oils and distillation products (mostly petrol and diesel), cement, iron and steel products, plastics and articles of plastic, beverages and spirits and pharmaceuticals. Kenya is also a source of many consumer manufactured goods. South Africa supplies iron and steel products, electrical goods, vehicles and machinery. It is also a source for a variety of other consumer manufactured products.

From the United Arab Emirates, the main imports are mineral fuels, oils and distillation products, machinery, electrical and electronic goods, plastics and textiles and wearing apparel. Japan supplies mainly vehicles, iron and steel and machinery, while Indonesia is the main source for vegetable oils. From France Uganda imported mostly pharmaceuticals and electric and electronic equipment and from the United states also mostly machinery and equipment.

2.1.3.6 Merchandise Trade Balance

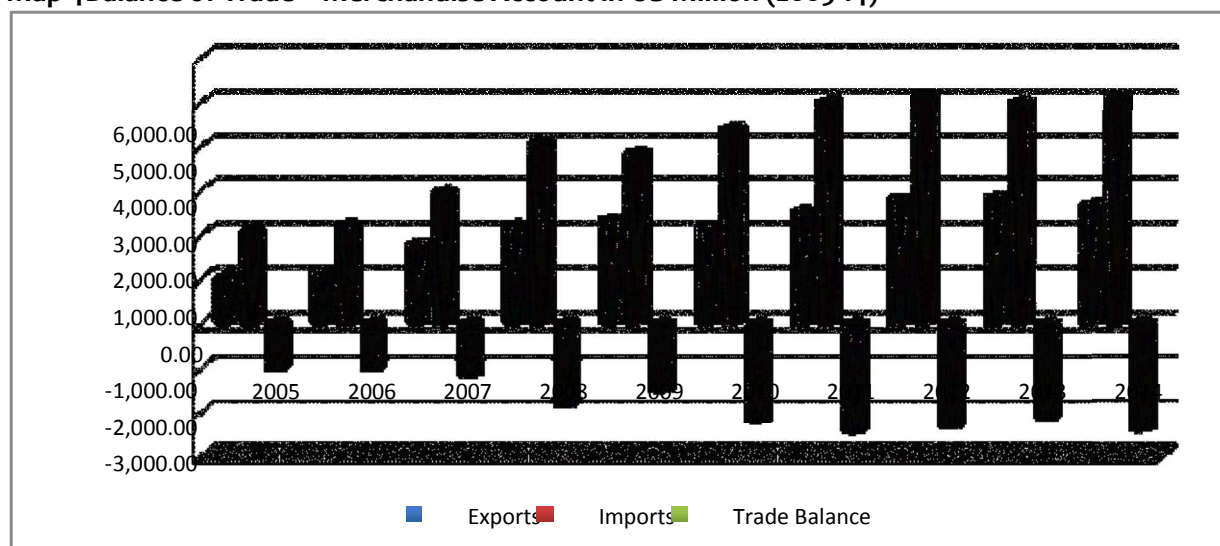
Overall, Uganda has run a trade deficit for more than 10 years and may have reached unsustainable levels. Despite overall export growth in goods and services, Uganda still suffers a negative balance of payments problem. As illustrated in figures below, in 2005 there was a near balance between imports and exports. At any rate the deficit was small and

manageable. But from around 2007 the deficit started widening and by 2014 it had reached nearly US\$ 2,406 billion.

The individual countries with which Uganda had large trade deficits in 2007 were Kenya, (US\$354.2 million) out of a total deficit of US\$ 2.15 billion, followed by India (US\$ 340.7 million), China (US\$ 260 million) and United Arab Emirates (US\$ 242.6 million). In 2014, India was at US\$ 1.2 billion out of a total US\$2.4 billion², followed by China (US\$ 482 million, Kenya (US\$258.1 million) and United Arab Emirates (US\$170.4 million) respectively. Therefore, the four countries were responsible for 88% of Uganda's trade deficit.

With exports standing at US\$ 2,659billion in 2014, the export to import ratio is 52.4% and the trade deficit as a percentage of exports is at negative 90%! In other words today Uganda is spending 100 shillings on imports when it has earned an income of only 52 shillings from exports. In effect, the country is living on borrowings. It is vitally important to halt this escalation by making reduction of the trade deficit a top national priority and galvanizing all efforts by all key MDAs to expand exports on a sustainable basis.

Map 4 Balance of Trade – Merchandise Account in US Million (2005-14)



Source: Illustration done based on data from Bank of Uganda

2.1.3.7 Trade in Services

Service industries play a major role in the Ugandan economy in terms of their contribution both to national output/income and to employment. The contribution of services to GDP reduced marginally from the peak of 49.9 percent in 2008 to 45.5 percent in 2012, and it has

² This implies that India alone accounted for 50% of Uganda's trade deficit in 2014!

been consistently higher than Agriculture and Industry over the last eight years. Over the same period, the services sector is estimated to have grown at 7.6 percent annually, though the growth was relatively low since 2012. According to the 2012/13 Uganda national household survey, about 22.7 percent of the working population was engaged in trade/commerce related services, 4.2 percent and transportation services and 18.2 in other service categories. Overall, 45.1 percent of the working population (3.6 million Ugandans) was estimated to be working in the service industry. The service industry is therefore a major driver of Uganda's economic growth.

Trade in Services have increased significantly over the years, increasing from US\$2,057M in 2008 to US\$ 4,725M in 2013, equivalent to 129.7% increase over the six year period. Accordingly, the trade in services as a percentage of GDP has increased from 14.4% in 2008 to 21.9% in 2013.

Over the five year NTSDP 1 period, services exports increased from \$990 million to \$2,075 million, equivalent to 109.6 percentage increase. On the other hand, services imports increased at a slightly lower rate from \$1,394 million to \$2,646 million, equivalent to 89.8 percent increase. As a result, total services trade deficit increased from \$(404) in 2009 to \$(571) in 2013, as summarized in table 3 below.

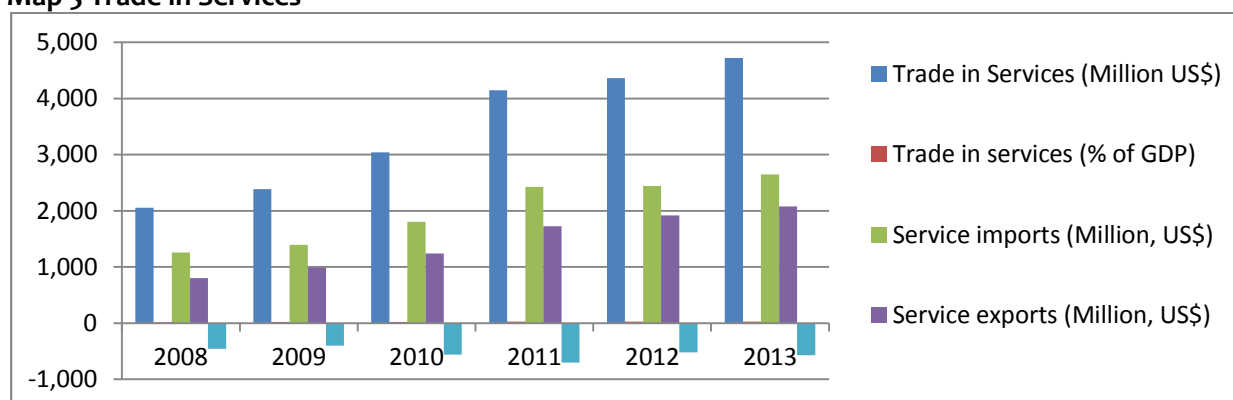
Table Error! Use the Home tab to apply o to the text that you want to appear here..7 Performance Trend of Trade in Services

	2008	2009	2010	2011	2012	2013
Trade in Services (Million US\$)	2,057	2,384	3,044	4,146	4,361	4,725
Trade in services (% of GDP)	14.4	16.1	19.0	26.8	21.8	21.9
Service imports (Million, US\$)	1,257	1,394	1,803	2,425	2,440	2,646
Service exports (Million, US\$)	799	990	1,241	1,721	1,921	2,075
Service trade balance (Million, US\$)	(458)	(404)	(561)	(705)	(519)	(571)

Source: World Bank, ITC data base

Whereas both Uganda's exports and imports of services have been increasing, imports have increased at a relatively faster rate than exports resulting into an increasing trade imbalance of US\$458 million in 2008 to US\$571 million in 2013.

Map 5 Trade in Services



2.1.3.8 Informal Cross Border Trade

Informal cross border trade is still a significant proportion of total trade in the region. Analysis shows that for all the countries neighboring Uganda, the informal trade balance was positive in real terms and accounted for not less than 20% with the exception of Rwanda which experienced a declining trend over the period while Burundi is still insignificant but with a growing trend. The significant proportion of informal trade could be associated with the difficulties in the formalization process, the processing of trade documents, and the negative attitudes and fear of the trading community to interface with authority.

In the case of South Sudan, the trade was driven mainly because of lack of proper systems in place to control the trading environment, strong pull factor of demand for basically all products hence explaining the high proportion of the informal trade in 2012. It is informative to note that there was a sudden decline in the proportion of informal trade from 2013 even when total trade was increasing in real terms. This scenario could be a pointer to the fact that systems were being put in place that encouraged / supported formal trade.

Table Error! Use the Home tab to apply o to the text that you want to appear here..8 Informal Cross Border Trade by Country (USD '000)

Burundi		2009	2010	2011	2012	2013	2014
	Exports	7,815	8,190	12,616	15,254	15,134	14,954
	Imports	-	-	-	36	-	-
	Total Informal Trade	7,815	8,190	12,616	15,290	15,134	14,954
	Total Trade		59,523	54,067	61,336	63,856	58,408
	% Informal Trade		14	23	25	24	26
	Trade Balance	7,815	8,190	12,616	15,217	15,134	14,954
	DR Congo						
	Exports	143,627	143,182	126,135	157,909	135,007	139,458
	Imports	25,411	19,262	21,473	20,309	17,729	21,306
	Total Informal Trade	169,038	162,443	147,607	178,217	152,737	160,765
	Total Trade		327,064	308,576	398,789	403,182	321,139
	% Informal Trade		50	48	45	38	50
	Trade Balance	118,216	123,920	104,662	137,600	117,278	118,152
	Kenya						
	Exports	102,756	94,063	69,457	79,966	69,692	92,885
	Imports	43,253	37,530	27,033	24,528	26,494	30,755
	Total Informal Trade	146,009	131,593	96,490	104,494	96,187	123,640
	Total TRADE		284,364	296,039	334,027	384,123	390,321

	% Informal Trade		46	33	31	25	32
	Trade Balance	59,502	56,532	42,425	55,437	43,198	62,130
Rwanda	Exports	34,931	32,688	35,068	38,095	27,868	24,550
	Imports	1,976	1,466	1,664	3,062	2,541	2,230
	Total Informal Trade	36,907	34,155	36,732	41,157	30,409	26,780
	Total Trade		182,034	228,568	264,199	244,169	269,884
	% Informal Trade		19	16	16	12	10
	Trade Balance	32,955	31,222	33,404	35,034	25,327	22,320
Sudan	Exports	448,482	196,899	83,712	-	-	-
	Imports	5,747	3,165	1,373	-	-	-
	Total Informal Trade	454,228	200,064	85,085	-	-	-
	Total Trade		405,466	412,882	406,578	239,382	105,091
	% Informal Trade		49	21	-	-	-
	Trade Balance	442,735	193,734	82,339	-	-	-
South Sudan	Exports	-	-	-	115,062	130,816	119,471
	Imports	-	-	-	3,205	5,559	3,847
	Total Informal Trade	-	-	-	118,266	136,374	123,317
	Total Trade		-	-	132,816	306,248	399,766
	% Informal Trade		#DIV/o!	#DIV/o!	89	45	31
	Trade Balance	-	-	-	111,857	125,257	115,624
Tanzania	Exports	60,933	53,315	28,847	47,459	42,771	23,273
	Imports	5,638	5,071	2,366	1,849	1,327	7,672
	Total Informal Trade	66,571	58,386	31,213	49,308	44,098	30,945
	Total Trade		90,927	71,058	101,482	90,734	79,292
	% Informal Trade		64	44	49	49	39
	Trade Balance	55,294	48,244	26,482	45,610	41,443	15,602

Source: UBOS

2.1.3.9 Product Development for Trade

(Content)

2.1.3.10 Market Support Infrastructure

(Content)

2.1.3.11 Trade Negotiations and Economic Integration

The first NTSDP prioritized enhancement of Uganda's trade negotiations capacity by constituting the National Trade Negotiations Team (NTNT) with clear Terms of Reference and Code of Conduct, and undertaking the NTNT through specialized training in trade negotiating techniques, which has largely been achieved. The NTNT has engaged in negotiations at bilateral (notably the EPAs, South Africa, Turkey and Rwanda), regional (EAC, COMESA, Tripartite Free Trade Area) and multilateral (WTO) levels. A number of studies were also commissioned in the context of informing the negotiations process.

(successes and developments made at EAC, COMESA, Tripartite, EPAs with EU, AGOA, WTO)

2.1.3.12 Commercial and Economic Diplomacy

Uganda's trade negotiation capacity has been strengthened and strategic market access to key export markets for Uganda has been secured. However, with the current establishment of xx Embassies and xx Consulates abroad, the recruitment and posting of Trade Officers/Attaches to the selected Embassies/Missions of strategic importance to Uganda was never realized. It is understood that budgetary constraints have hindered full implementation of this Policy Action as Trade Officers for posting as Attaches were recruited but not posted due to lack of funds. In addition, Uganda has not adequately considered the concept of adopting Honorary Business Consuls for instead of Commercial Attaches or the adoption of a targeted Mission placement of officers in special cases. Equally, the Private Sector has not adequately been prepared to exploit the secured market access by building the export competencies and implementing programmes for enterprise development to enable local companies to compete in export markets. This is largely attributable to weak institutions at implementation level, particularly the Uganda Export Promotion Board that is mandated to spearhead such initiatives. Within the regional context, several NTBs still exist in key export market that requires continuous monitoring and engagement both at political and technical levels, as well as enhancing effectiveness of approved mechanisms.

2.1.3.13 Trade Facilitation

During NTSDP I, the Government initiated a number of development programmes and facilities aimed at simplification, standardization and harmonization of procedures and associated information flows required to move goods from seller to buyer and to make payment. Uganda Revenue Authority has adopted a modern IT platform, ASYCUDA World, which has reduced officer discretion, enabled online initiation and payment of taxes. This has reduced significantly the time and cost for payment of taxes and clearing of goods as all the major border posts are connected to the URA IT platform and the business community can conduct most of their tax business online. However, other agencies like UNBS, UEPB, MAAIF and NDA do not yet have adequate IT platforms to reduce officer discretion. Their presence at all the border points is also limited, making them inefficient in facilitating trade.

Electronic single window

2.1.3.14 Elimination of Non-Tariff Barriers to Trade

Uganda is a member of the World Trade Organization (WTO), the Common Market for Eastern and Central Africa (COMESA) and the East African Community (EAC). Under these arrangements, Uganda has among others committed to measures that facilitate transit trade, while promoting domestic trade through removal of NTBs. These commitments are cited under article 4 and 49 of COMESA treaty, article 79 of the EAC treaty and Article 13 of the EAC Customs Union Protocol.

Under the above commitments Uganda must enhance her compliance with the various protocols entered into with one of the most significant being the East African Community Common Market Protocol. Free movement of goods in the partner states is covered under Article 6 of the Protocol, and Article 39 on establishment of the East African Community Customs Union. Implementation of the Protocol has the objective of, and requires elimination of all Non-Tariff Barriers (NTBs) to trade in the region. In pursuance of this objective the EAC Secretariat developed a time bound programme for elimination of NTBs.

Uganda is both a landlocked and land linked country making it both susceptible and vulnerable to existence of NTBs, in addition to denying the country benefits that would arise from expeditious movement of transit goods to Rwanda, Burundi, Democratic Republic of Congo and South Sudan. Among the highest impact NTBs in Uganda are transit interruptions resulting from Police Road blocks for traffic and security operation, Weigh Bridges along major transit routes, customs clearance procedures and quality inspection. An NTB monitoring mechanism was established in the Ministry of Trade Industry and Cooperatives with the mandate of coordinating the monitoring and resolution of NTBs, which has over the years been constrained due to the complexity of the problem and lack of accurate, timely and up-to-date reporting framework.

Since 2012, the Government has been implementing the National Response Strategy on Elimination of Non-Tariff Barriers (NTBs) in line with the EAC Customs Union Protocol and COMESA Treaty. The National Response Strategy is designed so as to strengthen the synergies among all Trade Facilitation Agencies with the aim of creating a competitive environment for the business community to move goods and services across the trading blocs. The intervention is aimed at; establishing an NTB Reporting System, Development of a communication strategy; Re-alignment of National Laws and Regulations and Institutional coordination on Elimination of NTBs.

A web based information system has been developed to facilitate reporting, monitoring and resolution of NTBs among all Trade facilitating agencies in real time. However, NTBs mutate in a number of ways which continues to affect trade. The NTB communication strategy is being implemented to address the challenges and create awareness within the trading environment despite most traders not fully utilizing the use of the reporting system. NTB related laws and regulations have been examined in order to identify areas of inconsistency with the EAC Common Market Protocol and there is no existence of inconsistencies. In addition, institutional and coordination mechanisms and realignment of objectives have been put in place to ensure effective implementation of the interventions. There has been success in removing traditional NTBs such as inconsistencies in weigh bridge operations,

arbitrary road blocks and requirements for cash bonds among others however there is an emergence of new forms of NTBs such as import licenses.

2.1.3.15 Private Sector Development

During the period of NTSDP I, Government undertook some initiatives to promote the development of local private sector. Incentives were introduced in selected sectors to producers for the use of local raw materials e.g. breweries³, approved the 'Buy Uganda Build Uganda' (BUBU) Policy and undertook public campaigns to promote consumption of locally produced commodities, and initiated amendments to the PPDA Act introducing preference schemes for local companies/producers and SMEs. The Government also introduced provisions for local content in the oil and gas legislations and regulations aimed at ensuring enhanced participation of the local private sector in the oil and gas supply chain.

However, the Private Sector is still challenged with the high cost of doing business, low business competencies to effectively compete locally and in key export markets, the ability to comply with standards and SPS requirements/measures, access to credit, young enterprises and high mortality of enterprises as well as effective access to core business development services. Public institutions mandated to provide business development services are not delivering to the expectations of the Private Sector.

2.1.3.16 Business and Trade Financing

As of April 2014, Uganda had 26 licensed commercial banks, with about 544 branches and 5.5 million accounts. The commercial banks hold about 80 percent of the total assets of the financial system and the National Social Security Fund (NSSF) holds the remaining 20 percent.

Given the low levels of savings, the banking system faces high costs in mobilizing medium to long term resources. Combined with the high costs of financial transactions in Uganda, real interest rates charged by the banks are very high. It is quite common for commercial banks to charge interest rates in the range of 19 to 23 percent for investment projects.

Regarding Development Banking, there are two development banks operating in Uganda - Uganda Development Bank (UDB) and East African Development Bank (EADB). While these offer longer term finance, their lending operations are small in comparison to the total credit extended by the commercial banks. The banking system is not the best suited to provide medium and long term resources given that most of their deposit liabilities are of short term nature.

³ *There was an increase of the tax on beer made from local raw materials in the 2012/13 budget speech from 45% to 60% while that from imported raw materials from 60% to 70%. As such locally sourced raw materials still have a tax advantage compared to imported raw materials.*

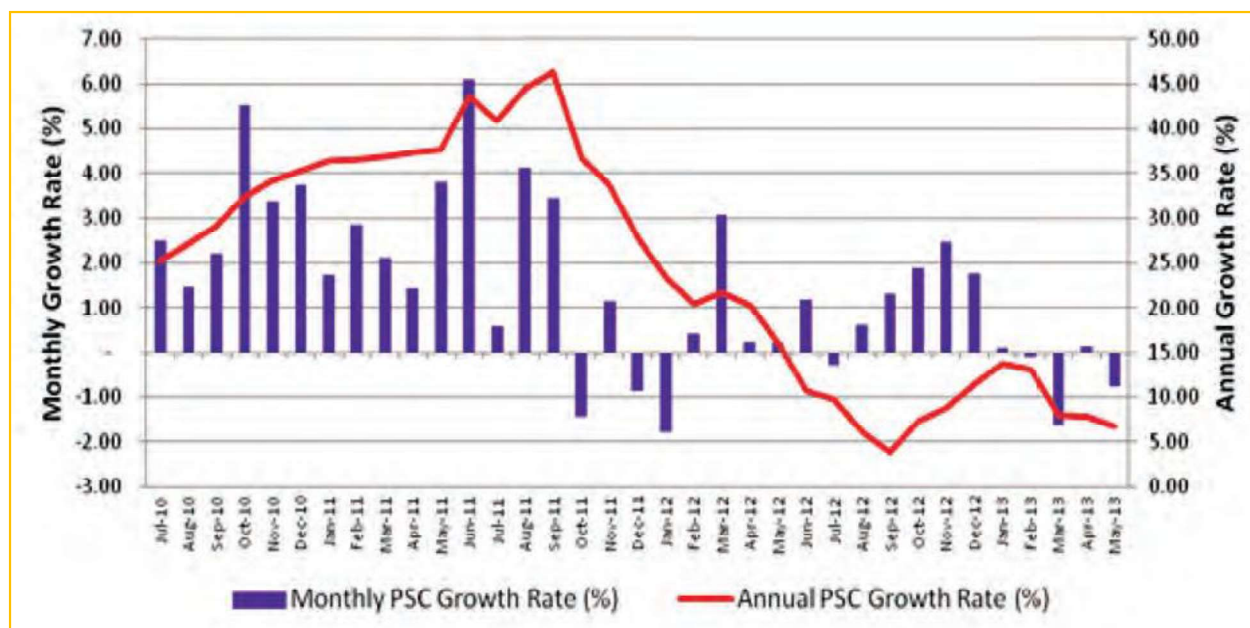
Regarding Capital Markets, 2012/13 was a period of recovery in the capital markets industry, after 2011/12 was characterised by the highest inflation rates in the last decade. The high inflationary environment adversely affected the growth and performance of the capital markets as investments were diverted to the more lucrative government bond markets. However, as the high inflation rate and government bond yields tapered off in 2012/13, activity picked up in the capital markets. During the same period the country witnessed the largest transactions in the history of Uganda's capital markets in both the equity and bond markets.

Overall, Uganda's capital markets are characterised by under capitalisation and limited investment opportunities. The Stock Market remains thin, with only 16 companies listed on the Uganda Securities Exchange (USE). Equity markets are poorly developed and only large and well established firms can realistically raise finance in equity markets. As a result, most firms seeking finance for investment on the domestic market have to rely on loan finance, for which the most important source is the banking system. In addition, there is limited knowledge and reach of capital markets; perceptions of lack of safety of capital markets; low number of listed entities; low public float of some listed entities; and laissez faire attitude and change aversion.

As for Private Sector Credit, the major difference between the saving and lending rates of commercial banks (wide interest rate spread), averaging 22 percent, continue to hamper savings mobilisation and hence the persistence of high lending rates. Reduction in the Central Bank lending rate has not triggered a commensurate reduction in the commercial lending rate. The commercial lending rate for Uganda was 21.4 percent as of June 2014, the highest in the region compared to Kenya at 15.1 percent, Rwanda at 16.7 percent and Tanzania at 15 percent during the same period. Limited access to credit has been consistently identified as one of the major challenges to doing business in Uganda.

Efforts to contain inflation by the central bank led to an increase in the Central Bank Rate (CBR) from 13 percent in July 2011 to 23 percent in November 2011, and a decline in private sector credit growth from 44 percent in 2010/11 to 11.1 percent in 2011/12 as is depicted in Figure 2.7. The increase in the CBR and the corresponding commercial bank rates resulted in a shift towards borrowing dollar denominated loans. In 2011, all sectors registered an increase in foreign exchange lending except the agriculture sector, which declined by 0.7 percent. The target for private sector credit was set at 13.9 percent of GDP for the 2012/13. But by the end of the year, the level of credit to the private sector was 12.09 percent of GDP, about 1.83 percentage points below the target.

Figure 2.7: Private Sector Credit Growth, 2010/11 – 2012/13



Source: Second National Development Plan, 2015 and Bank of Uganda, 2013

The quality of the credit portfolio was a big issue in Uganda, largely due to the absence of; an effective Credit Reference Bureau (CRB), a comprehensive biometric registration database, and a movable collateral registry which has increased risks for lenders and also contributed to the problem of high interest rates. The recent developments in credit reporting system has led to an improvement in the quality of the credit portfolio. As a result, there was a reduction of total non-performing loans, as a percentage of total advances, from 2.2 percent in July 2010 to 1.4 percent as at the end of June 2011.

2.1.3.17 Transport and Trade Routes

It is apparent that the Northern Corridor dominates as Uganda's main trade route because of a combination of shorter distance, superior performance of the port and better infrastructure and services. When comparing the costs of road transportation between Kampala and Mombasa, there is a sizeable price advantage in the Kampala-Mombasa route vis-à-vis the Central Corridor. Import costs from Mombasa are US\$1,613 for a 20ft container, and US\$2,992 for a single 40ft. Meanwhile, imports in the Central Corridor add up to US\$4,145 per 40ft container and US\$2,073 per 20ft container. Similarly, the costs of using rail transport for imports on the Central Corridor exceed those on the Northern Corridor, especially for imports.

In addition, containerized exports from Kampala through the Northern Corridor cost US\$1,100 per 40ft container, and US\$800 per 20ft container, compared to US\$1,350 and US\$1,050 for the Kampala-Dar es Salaam Corridor. Relative to 2006 charges, rail costs have increased over 30% for the Central Corridor route, and more than 25% for imports coming from Mombasa to Kampala.

The longer length of the Central Corridor compared to the Northern Corridor need not render it uncompetitive. There are other trade corridors in Africa that are more competitive than shorter competing routes. This is the case of the Durban-Lusaka corridor in Southern Africa which is 2400 km long but is competitive against other ostensibly shorter routes to ports in Mozambique. The competitiveness of trade routes is a function of several factors including shipper preferences, shipping line connectivity, availability of return loads, border crossing delays, etc. Potentially therefore, the Central Corridor route can be competitive most likely for certain types of trade traffic.

In terms of reliability the Northern Corridor route is not only shorter, but also more reliable. According to different logistics services operators and shippers, a shipment coming by road from Mombasa to Kampala takes on average 5 - 6 days (not including port dwell time). Fundamentally, the bulk of the time is spent in transit (5 to 6 days), while 5 days in the Port. For its part, rail transport from Mombasa takes in average 14 days (11 days in transit, and 3 days in the port). While road conditions are still difficult in minor segments of the journey, one of the most cumbersome impediments for shippers is the long delay time in the Mutukula border post. Although perceptions differ, delays might add up to 4 days, with 1 day in average according to the different sources. In this respect, some efficiency can be gained at this border post by fully implementing a One Stop Border Post. Currently, automated systems in Malaba allow the truck and rail operators to clear goods at the border within 2 hours.

The Dar es Salaam port has traditionally been less competitive than Mombasa. Although the situation has improved more recently in the port of Dar es Salaam, dwell times in the first half of 2009 were in excess of 20 days (and a standard deviation of 4 days), compared to 5 days in Mombasa.

The Central Corridor therefore provides a less competitive and reliable trade route when compared to the Northern Corridor. It is apparent that several of the improvements to the corridor are required in Tanzania. Both the Governments and Private Sector bodies have to take actions to prioritize and coordinate.

The perception of some shippers is that the transit time in rail transport from Mombasa to Kampala has almost doubled in time, from 8 to 14 days. Implementation of the necessary improvements to the corridor and increased traffic volumes will contribute to reducing costs through economies of scale and increased competition. As such, steps should be taken to raise awareness of the availability and potential of the corridor. These actions require coordination, which is best provided by appropriate institutions.

As a landlocked country it is important to acknowledge that several of the actions necessary to enhance logistics efficiency for Uganda have to be taken in Kenya and Tanzania. This requires that Uganda should engage with its neighbors to agree on the required actions. As indicated above, the legal framework for such cooperation is already in place. Actions in Tanzania are particularly important in order to increase the attractiveness of the central

Corridor without increasing trade costs. One of the main areas is to increase the capacity and efficiency of the lake-rail system.

Strategies to improve the performance of the rail – lake transport system require measures to achieve minimal total freight costs on the entire transport chain. While inland water-way transport does provide the least distance route to Uganda when using the Central Corridor, to make this competitive against all road routes, it will have to overcome certain challenges, including a short water to land transport leg. Typically, a water-land transport combination is less costly where the water leg is longer. Generally, there are five main options for rebuilding lake transport services.

Map 6 showing the Route of the new East African Railway



Source: <http://africajournalismtheworld.com>

2.1.3.18 Commercial Services at the Local Governments

As noted earlier, the Sector is represented at the Local Governments as part of the requirements of the Local Government Act.

Section 96 of the Local Government Act provides that *‘for purposes of implementation of National Policies and adherence to performance standards on the part of Local*

Governments, Ministries shall inspect, monitor and, where necessary, offer technical advice, support, supervision and training within their respective sectors’.

The Ministry therefore operates through the relevant line staff under Local Governments Act (1997), Second Schedule 30 and 31, which highlights the dissolved Sector functions as “licensing of produce buying, trade development services, commercial inspectorate, cooperative development, market linkage services and value addition”. In this case, the District Commercial Office (DCO) is the relevant line office.

After decentralization, the then Ministry of Tourism, Trade and Industry carried out a study in 2008 to assess the efficiency of the District Commercial Office in order to strengthen the implementation of the relevant policies laws and regulations at the Local Government. The findings of the study highlighted a significant de-linkage. The study also revealed that DCOs who should promote trade, industry and cooperative activities at the districts, have limited capacity in terms of capacities and skills. This was unique to particular districts; others are common across most of the districts.

Additionally, the study highlighted that most districts do not prioritize promotion of commercial services and are not clear on importance of these and the role of DCOs. Commercial extension services are therefore not mainstreamed into District Development Plans. Districts fund their activities and programmes from both locally generated resources as well as from Central Government grants. Resources are never allocated to sufficiently finance activities of the DCOs. Following these findings the Ministry embarked on various plans and strategies to support and strengthen the District Commercial Offices.

In Financial Year 2010/11, the then Ministry of Tourism, Trade and Industry in an effort to promote and strengthen Commercial Extension Services at the Local Governments set aside US\$108,000,000 from off its intra-Departmental resources to establish a Conditional Grant. This Sectoral Conditional Grant was named “District Trade and Commercial Services” Grant. The purpose of this Conditional Grant was to enable 15 pilot districts to provide Commercial Extension Services at the grassroots for better and enhanced service delivery. Among the selected districts to receive this support were; Arua, Masindi, Mbale, Busia, Kisoro, Kasese, Kanungu, Kabarole, Kayunga, Bushenyi, Rakai, Nwoya, Kitugum, Wakiso and Gulu Districts. Each of the districts was expected to receive an Annual Budget of US\$7,200,000 towards workplan support for the District Commercial Office to be used within a given set of guidelines. These Guidelines on the utilization of the Conditional Grant were also developed and sent to the Local Governments.

Later support came in 2011 through one of the Ministry’s fully donor-funded projects, the Economic Partnership Agreement Related Trade and Private Sector Support (EPATAPSS) programme, with support from the European Union, which undertook to support workplans for 5 separate districts, including; Mbarara, Jinja, Adjumani, Kamuli and Luweero. EPATAPSS supported these Districts and Municipalities, including those receiving Conditional Grants, to mainstream implementation of Sector Policies and Strategies in their District Development

Plans, and enforcement of Commercial Laws and Regulations through various sensitization and training platforms arranged for the Local Government officials.

Another one of the Ministry's projects later came on board in 2012, the District Commercial Services Support project with support from the Enhanced Integrated Framework (EIF). This is a capacity building and training project to assist the Government of the Republic of Uganda deliver commercial services to the grassroots more effectively and efficiently. The overall objective of this 3-year project was to "enhance the capacity of targeted DCOs to deliver commercial and business services more efficiently so as to improve MoTIC's effectiveness in fulfilling its mandate at grassroots level". This project is currently supporting 25 districts in various capacity building approaches including workplan support of up to USD 10,000 (equivalent to UShs. 25,000,000 then) for each district.

With the culmination of this support to the Local Governments, it became imperative for the Ministry to officially set a minimum requirement of standards for service delivery. In between 18th to 22nd March 2013, the Ministry met with various key Local Government stakeholders in a series of negotiations organized by the Ministry of Local Government and the Local Government Finance Commission to discuss and agree on a way forward regarding service delivery at the Local Governments. The Local Governments were represented by the Local Governments Negotiation and Advocacy Team (UNAT). This negotiation was later followed by the signing of a Conditional Grant Utilization Agreement between the Ministry and the Local Governments, represented by UNAT. This was done in accordance to Article 193(3) of the Constitution of the Republic of Uganda and Section 83(3) of the Local Governments Act Cap 243.

A number of LG negotiation sessions have since recurred, that have raised a number of issues for the Ministry's redress most notably; 1) Increasing and expanding this Conditional Grant to cover all the Districts and Municipalities, 2) Resolving reporting challenges faced by the Commercial Offices in the structure of the LG Production and Marketing Department, and 3) Ensure full staffing of qualified officers charged with Commercial Extension Services in all Local Governments.

To tackle the issue of staffing and reporting responsibilities, in Financial Year 2013/14, the Ministry of Public Service in collaboration with this Ministry revised the Scheme of Service for the Local Government Commercial Offices with a view to establish them as a fully fledged Department. This structure is still pending Cabinet Approval. However, recruitment of qualified officers in Local Governments where there are still gaps is an on-going exercise among the Local Governments and managed by the Ministry of Local Government.

Since the mature termination of the EPATAPSS programme in 2013, which was later followed by that of the DICOSS project in early 2015, the Local Government Commercial Offices that were previously receiving support have been left largely incapacitated, adding back to those that are in an 'orphaned' state. Aside from lack of workplan support, most of the other Local Governments still require both human capital development and enhancement of

institutional infrastructure. This has been a major hindrance to effective and efficient delivery of the Sector's much required extension services at the Local Governments. Therefore, the still gaping challenge the Sector is faced with at the moment is the enhancement and roll out of the Conditional Grant support to all District and Municipal Local Governments.

2.1.3.19 State of Domestic Trade Systems

- a) **Market Days Schedule:** Internal marketing of goods is greatly assisted by the participation of producers and sellers in fortuitous market days in the various districts. However there has been an emergence of many markets because all districts would prefer to run their markets to enhance revenue collection. The issue is not to have many markets but to have more products to sell in the known locations that meet certain known conditions as bulking centres. Therefore there is need to review and revise the Markets Act 1942.
- b) **Promotion of Electronic Commerce:** Aspects related to promoting electronic commerce are progressing well, and the Ministry of Information and Communication Technology (MolCT) as well as the National Information Technology Authority Uganda (NITA U) has played the lead role. The laws to govern and regulate electronic transactions (e-Transactions, e-Signatures, Computer Misuse, and National Information Technology Authority Uganda – NITA U) are in place. Mobile Money and other electronic money transfer platforms have been adopted; with a reported eighteen million registered users of mobile money. E-Commerce has been introduced further into the marketing of agro-commodities through warehouse receipts traded on the electronic Warehouse Receipt System in conjunction with Uganda Warehouse Receipt System Authority (UWRS), licensed warehouses and partner Commercial Banks; and, the electronic Trading Platform for commodities currently being established at the Uganda National Commodities Exchange (UNCE). These developments have promoted small scale holders through bulk marketing. In addition to that, e-Commerce has proved to be useful in both retail and whole sale trade in Uganda. The challenge remains with increasing the security of e-Commerce transactions in order to promote its wider use.
- c) **Bonded Warehouses: ...**
- d) **Product Distribution Systems:** The economy is currently being faced with unfair trade practices and distortions along the distribution chain. These practices include; Manufacturers/suppliers dominating the entire distributing chain, as they manufacture, distribute, carry out both wholesale and as well retail trade to the final consumer. Although this practice may temporarily benefit the final consumers who buy the final products at cheaper prices, it affects retailers who buy the same product from wholesalers at slightly higher prices and expect to sell to the final consumer at a margin. The practice also deprives Ugandans of jobs that would be created as wholesalers and retailers along the supply chain. These unfair and trade distorting practices have been

noted in consumables including food and food products, drinks and beverages, building and construction materials, toiletries and cosmetics among others.

Another practice is manufacturers/suppliers selling acting as suppliers and dominating the different distribution channels for commodities leading to undercutting and ruining other player's actions in the same line of business. This practice creates monopolistic tendencies which do not benefit the final consumers.

There is need to sensitize the business community on the aspects of contract management and execution for purposes of enhancing welfare in the society

There is therefore a need to assess the extent of the unfair trade practices and trade distortions along the supply /distribution chain of products, unveil the policy and regulatory gaps and propose policy reforms and strategies and regulations where necessary.

2.1.3.20 Intellectual Property Rights and Innovativeness

Over the last five years, the Government enhanced efforts to bring her domestic regulatory framework into conformity with the minimum standards for the protection of Intellectual Property Rights (IPRs) across all WTO Member States as stipulated under of the TRIPS Agreement. Uganda together with other LDCs successfully negotiated for the extension of the transition period for application of all provisions of the TRIPS Agreement until 1st July 2021.

Uganda has made good progress in improving her IPR legal and policy frameworks. During the implementation of NTSDP I, Uganda has passed a number of IP-related laws and regulations that are governing Intellectual Property in Uganda, including the Trademarks Act No. 17 of 2010, The Trade Secrets Protection Act, 2009, the Geographical Indications act 2013, and the Industrial Property act (2013) that seeks to protect Ugandan inventions, creations or designs of inventors operating within Uganda. As of December 2014, the Anti-Counterfeit Goods Bill (2009) remains unplanned and remains the biggest missing gap in the IPR legal regime. The key challenge for Uganda is how to use the now strengthened legal regime in enhancing innovation, development and competitiveness of Uganda producers.

Whereas in 2007, a total of 824 trademarks were registered of which only 259 (31.4%) were by local Uganda, this increased to 954 in 2008 (40% by locals), reduced to 215 in 2009 (41.3% locals), increased to 1,414 in 2010 (16.2% locals) and 1,342 in 2011 (9.4% locals). Generally, whereas the number of trademarks registered by URSB has been increasing over the years, the percentage of those registered by local Ugandans remains very small and declining. Equally, the number of patent applications granted was 85 in 2007 (only two were by local Ugandans), 91 in 2008 (none was by a local Ugandan), 92 in 2009 (only two were by local

Ugandans and 9 in 2010 of which three were by local Ugandans. This suggests that Ugandans are either not inventing or are not seeking protections for their inventions.

Similarly, only 12 out of 15 copyright applications were granted to local Ugandans in 2008, 17 in 2009 and 32 in 2010. No copyright application has been processed since then. Generally, copyright applications and corresponding registrations are still few partly because copyright registration is optional under the law and determined by will, knowledge and client appreciation. Overall, there is limited public knowledge about all IP rights and would-be right holders, therefore, do not embrace the IP services. The creative and innovations industry, and particularly the exclusive rights owners have limited or no knowledge about the protection of such rights by law. On the other hand, there are weaknesses in the enforcement of the IP rights. As such, the demand for major IP rights including copyrights, trademarks, patents, industrial design rights and trade secrets is still low; despite the increasingly emerging industrial innovations, creative and knowledge industry.

The principle challenges for the IPR regime in Uganda include:

- i. Shortage of skilled human resources, know-how and technology to improve the management, protection, administration, enforcement and regulation of IPRs;
- ii. Arduous and time consuming registration procedures for IPRs, as well as limited use and success in application of information technology for IP administration,
- iii. Lack of awareness and professional education on IP among policymakers, consumers, research institutes and universities, enterprises (manufacturers, agricultural producers, retailers and traders), and creators
- iv. Low volumes of IP registrations but large numbers of counterfeited and pirated goods in circulation, much of which is imported from third countries rather than being produced in Uganda, and
- v. Lack of application of criminal sanctions for IP violators and/or weak penalties and border enforcement (related to weak legislation and institutions)

2.1.3.21 Cross-Cutting Issues

(Content)

2.1.4 Industrial Development

The Industrial (Manufacturing) Sector continues to play an important role towards the economic growth and development of the country. According to the UBOS Statistical Abstract 2015, the Manufacturing sector is among the leading contributors to the country's GDP, with a share of 8 percent of total GDP in current market prices in 2009/10.

2.1.4.1 Industrial Sector Performance

According to the Uganda Business Inquiry 2009/10 conducted by the UBOS, the total Gross Output and Value Added were 7,094 billion shillings and 5,206 billion shillings for the Manufacturing sector, of which the Food Processing sub-sector accounted for more than

half for both total Gross Output (57 percent) and Total Value Added (54 percent). Kampala region accounted for the highest Cost of Staff of 233 billion shillings (44 percent) while the Northern region registered the lowest Cost of Staff of 12 billion shillings, 2 percent. There was a male dominance in employment for both Food Processing and Other Manufacturing sub-sectors. The Manufacture of Textiles & Wearing Apparel industry was the only industry that employed the most females, 65 percent. Electricity accounted for the largest share of 29 percent of the total operating costs for the Manufacturing sector. On the other hand, Security services accounted for the least share of only 1 percent of total operating costs. The Western region registered the highest valued Non-Current Assets of 1,892 billion shillings for the Manufacturing sector, accounting for 38 percent of the Total NCA. Business establishments engaged in the manufacture of Bricks, Cement & Concrete (0.8), processing of meat & fish (0.7), manufacture of other products (0.7) and manufacture of bakery products (0.4) were in a state of insolvency at the time of the survey. The Manufacture of Animal Feeds industry registered the highest profitability of 33 percent and overall the Manufacturing sector was more into conservative financing, given its debt ratio of 0.4 percent.

2.1.4.2 Industrial Sector Analysis by Basic Economic Indicators

Uganda's Industrial Sector can best be described by the basic economic indicators in manufacturing.

2.1.4.2.1 Gross Output and Value Added

The 2009/10 survey results indicate that the values of total Gross Output and total Value Added were 7,094 billion shillings and 5,206 billion shillings respectively as indicated in Table 3.3.1. The data revealed that in the Manufacturing sector, the Food Processing sub-sector accounted for more than half of total Gross Output, 57 percent and total Value Added, 54 percent.

The findings presented in Table 3.3.1 shows that Value Added ratio for the Manufacturing sector was estimated at 0.9. This implies that there was value addition of 90 percent in the sector's total output. It further implies that the sector kept its overhead costs low, given that its intermediate consumption was low during the production process. The data also shows that establishments that were into Manufacture of Furniture and Animal Feeds registered the highest VA: GO ratio of 0.9. Table 3.3.1 illustrates the performance of the Manufacturing sector in general.

Table 3.3.1: Gross Output and Value Added in Manufacturing

Sub-sector	Number of Establishments	Gross Output	Value Added	VA/GO Ratio
		(million shs)		
Food Processing	265,395	4,052,848	2,812,549	0.7
Processing of Meat & Fish	10,340	304,922	220,240	0.7
Manufacture of Grain milling	22,839	943,711	764,827	0.8
Manufacture of Bakery	28,821	341,396	229,006	0.7

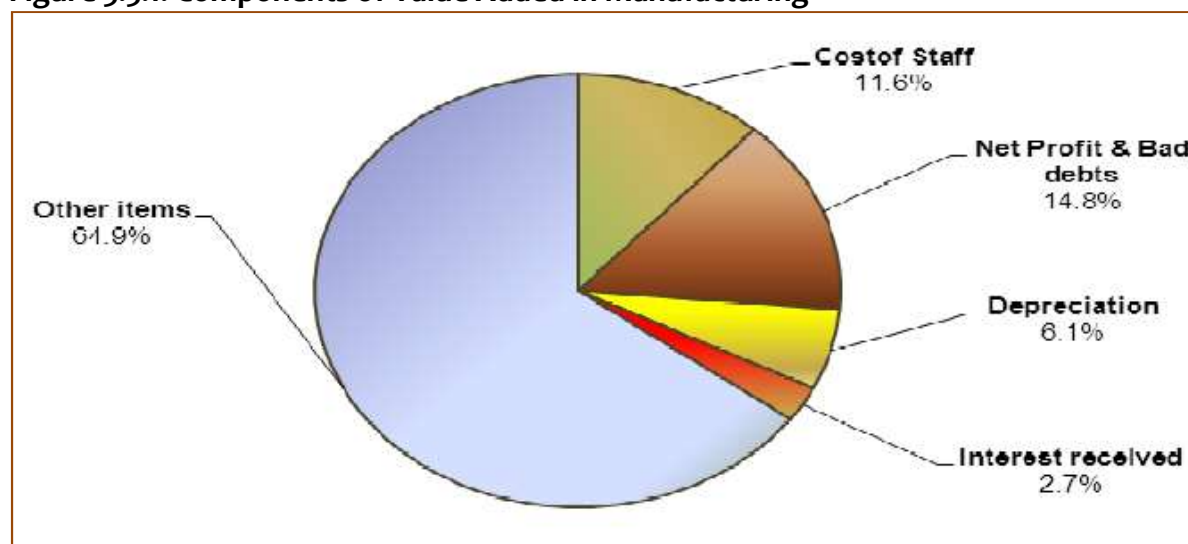
Coffee & Tea Processing	109	564,130	445,776	0.8
Manufacture of Animal Feeds	73	15,907	14,656	0.9
Manufacture of Beer & Spirits	146,452	804,680	378,724	0.5
Manufacture of Soft Drinks &	4,251	70,182	58,629	0.8
Manufacture of Other Food	52,512	1,007,920	700,689	0.7
Other Manufacturing	278,050	3,041,463	2,393,693	0.8
Manufacture of Textiles &	47,926	291,128	221,075	0.8
Manufacture of Leather &	315	95,837	77,941	0.8
Saw milling	149,415	116,705	76,664	0.7
Manufacture of Paper	798	335,196	271,478	0.8
Manufacture of Bricks,	30,374	294,958	208,416	0.7
Manufacture of Metal	7,399	810,551	624,782	0.8
Manufacture of Furniture	13,941	249,867	216,515	0.9
Other Manufacturing	27,881	847,222	696,823	0.8
Total	543,445	7,094,311	5,206,243	0.7

Note: Includes contribution of both Household and Non-Household Based Businesses

2.1.4.2.2 Components of Value Added in Manufacturing

Value added for the Manufacturing Sector amounted to 4,596 billion shillings for 2009/10 according to the UBI survey findings. The components of Value Added include: cost of staff, depreciation, interest received, net profit & bad debts and other items. Figure 3.3.1 below presents the proportions of the components of Value Added. The data showed that the top three Value Added components accounted for 91 percent of the total Value Added, of which Other Items accounted for 65 percent. Other items comprised of: gifts, donations, loss on foreign exchange, loss on sale of assets and other provisions, Figure 3.3.1.

Figure 3.3.1: Components of Value Added in Manufacturing



2.1.4.2.3 Comparison with 2001/2002 findings

The comparison of the findings of 2001/02 with 2009/10 is focused on only non –household based establishments. Table 3.3.2 below shows that the Manufacturing sector registered notable improvements in 2009/10 compared to 2001/02. The data further shows that the ratio of Value Added to Gross Output in 2009/10 was estimated at 0.8; and 0.3 in 2001/02 for the Manufacturing sector. This indicates, therefore, that there was more addition in the value of the sector’s products in 2009/10 compared to 2001/02.

Table 3.3.2: Basic Economic Indicators in Manufacturing, 2000/01 and 2009/10

Year	Number of Establishments	Employment	Gross Output	Value Added	VA/GO
			(million shs)		
2001/02 ¹	2,542	73,998	1,644,329	569,472	0.3
2009/10 ²	30,059	240,337	5,825,134	4,596,354	0.8
2009/10 ³	543,445	1,088,328	7,094,311	5,206,243	0.7

¹ Covers only Non-household based establishments

² Covers only Non-household based establishments

³ Covers both Non-household and Household based establishments

2.1.4.2.4 Cost of Staff and its Components

During the survey, data on total Cost of Staff comprised cash payments, benefits in kind and social security. The findings in Table 3.3.3 revealed that among the regions, Kampala region accounted for the highest Cost of Staff of 233 billion shillings (44 percent). The Central region followed with 106 billion shillings (20 percent) and the Northern region registered the lowest Cost of Staff of 12 billion shillings, 2 percent. The findings further revealed that Cash Payments in general took the highest proportion of total cost of staff (82 percent), followed by Benefits in Kind (15 percent) and Social Security taking the lowest, with only 3 percent. This implies that establishments placed more emphasis in paying salaries, wages and allowances other than providing their employees with benefits in kind. Benefits in Kind included: rent paid for housing, meals or meal subsidies, medical expenses and staff welfare costs.

Table 3.3.3: Cost of Staff in Manufacturing by Region

Region	Number Employed	Cash Payments	Benefits in Kind	Social Security	Total Cost of Staff	Contribution to Total Cost of Staff
		(million shs)				
Kampala	96,245	198,474	26,663	7,598	232,735	43.6
Central	47,889	85,032	16,959	3,804	105,795	19.8
Eastern	38,887	65,412	9,624	4,427	79,464	14.9
Northern	9,216	9,728	2,034	82	11,845	2.2
Western	48,100	77,377	24,239	2,350	103,967	19.5
Uganda	240,337	436,024	79,519	18,262	533,806	100
Percent		81.7	14.9	3.40	100	

2.1.4.2.5 Employment Structure in Manufacturing

Total employment in the Manufacturing sector stood at 240,337 persons. The results in Table 3.3.4 reveal that on average the same number of employees was evenly distributed among the two sub-sectors of Food Processing and Other Manufacturing. Among the industries, Coffee & Tea Processing industry (20 percent), Manufacture of Metal Products industry (19 percent) and Manufacture of Other Food (16 percent) industry accounted for more than half of the total number of employees. It should be noted that the male employees dominated across the industries except for the Manufacture of Textiles & Wearing Apparel industry which had 65 percent female employees.

Table 3.3.4: Distribution of Employment by Sub-sectors

Sub-sector	Number of Establishments	Number of Employees			Percent
		Male	Female	Total	
Food Processing	5,561	91,516	30,741	122,257	50.9
Processing of Meat & Fish	160	3,110	703	3,813	1.6
Manufacture of Grain milling	2,624	14,569	3,340	17,909	7.5
Manufacture of Bakery Products	1,964	5,762	2,430	8,192	3.4
Coffee & Tea Processing	109	35,835	12,812	48,647	20.2
Manufacture of Animal Feeds	73	354	85	439	0.2
Manufacture of Beer & Spirits	299	1,601	1,124	2,725	1.1
Manufacture of Soft Drinks &	31	2,046	1,291	3,337	1.4
Manufacture of Other Food	301	28,239	8,956	37,195	15.5
Other Manufacturing	24,498	86,255	31,825	118,080	49.1
Manufacture of Textiles & Wearing	11,613	7,832	14,495	22,327	9.3
Manufacture of Leather & Related	315	1,526	372	1,898	0.8
Saw milling	184	656	124	780	0.3
Manufacture of Paper Products &	798	3,728	2,230	5,958	2.5
Manufacture of Bricks, Cement &	1,251	9,795	2,129	11,924	5.0
Manufacture of Metal Products	4,592	38,757	6,808	45,565	19.0
Manufacture of Furniture	5,191	16,348	1,838	18,186	7.6
Other Manufacturing	554	7,613	3,829	11,442	4.8
Total	30,059	177,771	62,566	240,337	100
Percent		74.0	26.0		

2.1.4.2.5.1 Average Monthly Earnings in Manufacturing

Overall, the average monthly earnings for the Manufacturing sector were 185 thousand shillings per employee, Table 3.3.5. The findings also indicate that on average, employees working with the Other Manufacturing sub-sector received higher monthly salaries, (202 thousand shillings), than those working with the Food Processing sub-sector (169 thousand shillings). Among the industries, Manufacture of Paper Products and Printing paid the

highest salary with the average monthly pay of 713 thousand shillings per employee. This was followed by the Other Manufacturing industry with average monthly pay of 498 thousand shillings per employee. Coffee and Tea Processing industry paid the lowest average monthly salary of 78 thousand shillings per employee.

Table 3.3.5: Average Monthly Earnings for Manufacturing

Sub-sector	Number of Employees	Cost of Staff (million shs)	Average Monthly Earnings (shs)
Food Processing	122,257	247,292	168,560
Processing of Meat & Fish	3,813	12,911	282,177
Manufacture of Grain milling products	17,909	34,288	159,548
Manufacture of Bakery Products	8,192	13,064	132,890
Coffee & Tea Processing	48,647	45,406	77,782
Manufacture of Animal Feeds	439	613	116,430
Manufacture of Beer & Spirits	2,725	5,844	178,704
Manufacture of Soft Drinks & Mineral Water	3,337	3,855	96,277
Manufacture of Other Food	37,195	131,310	294,192
Other Manufacturing	118,080	286,514	202,203
Manufacture of Textiles & Wearing Apparel	22,327	28,355	105,833
Manufacture of Leather & Related Products	1,898	4,838	212,419
Saw milling	780	4,665	498,345
Manufacture of Paper Products & Printing	5,958	50,978	713,019
Manufacture of Bricks, Cement & Concrete	11,924	33,672	235,326
Manufacture of Metal Products	45,565	66,972	122,485
Manufacture of Furniture	18,186	26,985	123,654
Other Manufacturing	11,442	70,048	510,170
Total	240,337	533,806	185,089

2.1.4.2.6 Operating Costs in Manufacturing

The results in Table 3.3.6 indicate that the overall total Operating costs in the Manufacturing sector stood at 1,205 billion shillings of which the Food processing sub- sector accounted for 61 percent. The results also show that in general electricity was reflected as the highest incurred operating costs for both sub-sectors of the Manufacturing sector, accounting for 29 percent of the total operating costs. This is majorly due to the fact that electricity is a necessity in manufacturing. Expenditure on security services was the least incurred cost for the Manufacturing sector accounting for 1 percent of total operating costs, Table 3.3.6.

Table 3.3.6: Operating Costs in Manufacturing (million shillings)

Expenses	Food	Processing	Other	Manufacturing
Electricity	257,066	93,041	350,107	29.1
Motor Vehicle Running Costs	61,332	15,584	76,916	6.4
Miscellaneous	43,814	29,387	73,202	6.1

Rent of land & buildings	25,363	43,661	69,024	5.7
Repair & Maintenance	42,849	25,820	68,669	5.7
Advertising	32,929	21,900	54,829	4.6
Fuel and Lubricants	31,454	15,947	47,401	3.9
Other Transport Costs	19,179	25,275	44,455	3.7
Postage & Telecomm.	13,781	13,658	27,439	2.3
Management Fees	16,452	7,193	23,644	2.0
Selling Commissions	14,000	3,376	17,376	1.4
Packaging Materials	12,614	4,545	17,159	1.4
Travel Allowances	6,282	10,710	16,992	1.4
Bank Charges	7,900	8,595	16,992	1.4
Insurances	9,962	5,996	15,959	1.3
Transport Purchased	12,855	1,919	14,774	1.2
Security Services	6,189	6,911	13,101	1.1
Other Purchases	116,427	141,014	257,441	21.4
Total Operating costs	730,448	474,532	1,204,980	100
Percent	60.6	39.4		

2.1.4.2.7 Non-Current & Current Assets in Manufacturing

a) Non-Current Assets

The survey further sought to establish the value of Non-Current Assets owned by the manufacturing establishments. The results in Table 3.3.7 reveal that the Western region registered the highest valued Non-Current Assets at 1,892 billion shillings for the Manufacturing sector, accounting for 38 percent of the total Non-Current Assets. This was driven by the high valued Land and Buildings at 1,043 billion shillings, implying that the Western region had more land in terms of magnitude or land and buildings were more highly valuable than in the other regions. The Northern region registered the lowest valued Non-Current Assets of only 55 billion shillings, (1.1 percent), and of this 58 percent were for Plant and Machinery.

Table 3.3.7: Non-Current assets by Region (million shillings)

Region	Land and Buildings	Plant and Machinery	Motor Vehicles	Other Equipment	Work in Progress	All Assets
Kampala	791,783	671,105	54,977	51,865	73,853	1,643,583
Central	245,718	151,436	27,857	29,481	5,574	460,066
Eastern	370,510	460,466	25,882	18,637	50,931	962,933
Northern	9,918	32,344	1,891	4,447	6,884	55,484
Western	1,043,523	648,910	66,722	18,170	114,416	1,891,740
Uganda	2,461,452	1,964,047	176,925	122,116	251,658	4,976,199

b) Current Assets and Liabilities

The findings also showed that the total value of Current Assets and Current Liabilities were 4,642 billion shillings and 1,921 billion shillings respectively. Further the Food Processing sub-

sector had more Current Assets, (67 percent), and less Current Liabilities, (41 percent), than the Other Manufacturing sub-sector. This implies that not only was the Food Processing sub-sector more able in converting its investments into cash easily, it also but had fewer debts it owed for payment within one year than the Other Manufacturing sub-sector.

2.1.4.2.8 Other Performance indicators in Manufacturing

This section presents information regarding performance indicators for the Manufacturing sector based on the survey findings. The indicators include: the Liquidity ratio, Profitability ratio, the Debt ratio, the Labour Productivity indicator and the Capital Productivity indicator.

a) Liquidity Ratio

From the data, it is evident that establishments into sawmilling (0.8), manufacture of Bricks, Cement & Concrete (0.8), manufacture of other products (0.7), processing of meat & fish (0.6), manufacture of bakery products (0.4) and manufacture of animal feeds (0.2) would not be in position to pay off their financial obligations if they were due at that point of the survey. On the other hand, establishments into manufacture of leather & related products (23.1), manufacture of other food (5.9) and manufacture of beer & spirits (3.2) registered high liquidity ratios which was an indication that they had too much money tied up in current assets and probably had given their customers a lot of credit, Table 3.3.8.

Table 3.3.8: Current Assets and Current Liabilities in Manufacturing

Sub-sector	Current Assets	Current Liabilities	Liquidity Ratio
Food Processing	3,112,350	909,217	3.4
Processing of Meat & Fish	64,574	101,009	0.6
Manufacture of Grain milling products	200,356	159,600	1.3
Manufacture of Bakery Products	26,324	64,251	0.4
Coffee & Tea Processing	305,300	132,132	2.3
Manufacture of Animal Feeds	158	771	0.2
Manufacture of Beer & Spirits	102,503	32,345	3.2
Manufacture of Soft Drinks & Mineral	15,796	13,534	1.2
Manufacture of Other Food	2,397,698	405,574	5.9
Other Manufacturing	1,529,231	1,178,010	1.3
Manufacture of Textiles & Wearing	94,805	57,065	1.7
Manufacture of Leather & Related	318,129	13,756	23.1
Saw milling	10,556	12,824	0.8
Manufacture of Paper Products &	179,691	145,803	1.2
Manufacture of Bricks, Cement &	73,171	88,702	0.8
Manufacture of Metal Products	400,283	264,830	1.5
Manufacture of Furniture	29,287	22,980	1.3
Other Manufacturing	423,308	572,051	0.7
Total	4,641,581	2,087,227	2.2

b) Profitability Ratio in Manufacturing

The profitability ratio is defined by the ratio of net profit to total income. The findings showed that Manufacture of Animal Feeds industry registered the highest profitability of 33 percent. This implies that, for every unit sold of animal feeds, a profit of 33 percent is generated. This was followed by the Manufacture of Beer & Spirits industry, (25 percent), Manufacture of Furniture industry (23 percent) and the Manufacture of Other Food industry registered the lowest profitability of 1 percent, Table 3.3.9.

Sub-sector	Net Profit (million shs)	Total Income (million shs)	Profitability Ratio (%)
Food Processing	348,186	4,808,882	7.1
Processing of Meat & Fish	22,376	264,054	8.5
Manufacture of Grain milling products	82,770	905,653	9.1
Manufacture of Bakery Products	33,518	300,087	11.2
Coffee & Tea Processing	67,914	644,690	10.5
Manufacture of Animal Feeds	5,631	17,124	32.9
Manufacture of Beer & Spirits	104,268	416,436	25
Manufacture of Soft Drinks & Mineral Water	7,809	84,154	9.3
Manufacture of Other Food	18,901	2,176,684	0.9
Other Manufacturing	324,561	2,881,649	11.3
Manufacture of Textiles & Wearing Apparel	56,705	271,615	20.9
Manufacture of Leather & Related Products	13,191	100,073	13.2
Saw milling	8,190	49,515	16.5
Manufacture of Paper Products & Printing	27,437	374,795	7.3
Manufacture of Bricks, Cement & Concrete	30,454	167,473	18.2
Manufacture of Metal Products	91,262	869,438	10.5
Manufacture of Furniture	50,632	219,625	23.1
Other Manufacturing	46,690	829,115	5.6
Total	667,747	7,690,531	8.7

c) Debt Ratio in Manufacturing

The debt ratio is defined by the total debt to total assets. It indicates the proportion of a company's debt to its total assets. In general, the debt ratio for the Manufacturing sector stood at 0.4, which indicates that about 40 percent of its total assets are debts. This further implies that the Manufacturing sector was more into conservative financing - not so much dependent on debt rather on equity to finance its assets. The findings further show that the Food Processing sub-sector had a lower debt ratio of 0.3 as opposed to that of the Other Manufacturing sub-sector of 0.6. Details for each sector are provided in Table 3.3.10

Table 3.3.10: Debt Ratio in Manufacturing

Sub-sector	Total Debt (million shs)	Total Assets (million shs)	Debt Ratio
Food Processing	1,672,141	6,471,280	0.3
Processing of Meat & Fish	123,805	127,038	1.0

Manufacture of Grain milling products	204,132	376,522	0.5
Manufacture of Bakery Products	92,586	109,730	0.8
Coffee & Tea Processing	250,401	680,898	0.4
Manufacture of Animal Feeds	268	621	0.4
Manufacture of Beer & Spirits	255,125	332,296	0.8
Manufacture of Soft Drinks & Mineral Water	33,875	37,180	0.9
Manufacture of Other Food	711,950	4,806,994	0.2
Other Manufacturing	1,974,615	3,204,902	0.6
Manufacture of Textiles & Wearing Apparel	112,972	422,409	0.3
Manufacture of Leather & Related Products	248,567	350,921	0.7
Saw milling	17,958	30,682	0.6
Manufacture of Paper Products & Printing	200,385	393,449	0.5
Manufacture of Bricks, Cement & Concrete	135,991	209,660	0.7
Manufacture of Metal Products	430,792	861,676	0.5
Manufacture of Furniture	19,717	64,576	0.3
Other Manufacturing	781,591	871,528	0.9
Total	3,646,756	9,676,182	0.4

d) Labour Productivity Ratio

Labour productivity is defined as the value added per employee. It reflects the efficiency of labour in the production and sale of the output. Data provided in Table 3.3.11 shows that the Manufacture of Beer & Spirits and, Sawmilling industries had the most efficient workers producing an output of 57 million shillings and 48 million shillings per person employed in a year respectively. Coffee and Tea processing industry had the least efficient workers producing an output of 9 million shillings per person employed.

Table 3.3.11: Labour productivity in Manufacturing

Sub-sector	Employment	Value Added (million shs)	Labour Productivity Ratio (million Shs)
Food Processing	122,257	2,367,313	19.4
Processing of Meat & Fish	3,813	183,041	48.0
Manufacture of Grain milling products	17,909	756,749	42.3
Manufacture of Bakery Products	8,192	189,525	23.1
Coffee & Tea Processing	48,647	445,776	9.2
Manufacture of Animal Feeds	439	14,656	33.4
Manufacture of Beer & Spirits	2,725	155,214	57.0
Manufacture of Soft Drinks & Mineral Water	3,337	57,118	17.1
Manufacture of Other Food	37,195	565,235	15.2
Other Manufacturing	118,080	2,229,040	18.9
Manufacture of Textiles & Wearing Apparel	22,327	197,721	8.9
Manufacture of Leather & Related Products	1,898	77,941	41.1
Saw milling	780	37,588	48.2
Manufacture of Paper Products & Printing	5,958	271,478	45.6

Manufacture of Bricks, Cement & Concrete	11,924	141,103	11.8
Manufacture of Metal Products	45,565	623,723	13.7
Manufacture of Furniture	18,186	192,109	10.6
Other Manufacturing	11,442	687,377	60.1
Total	240,337	4,596,354	19.1

e) Capital Productivity Ratio

Capital Productivity, which is the value added per capital employed, reflects the efficiency of capital in the generation of output. Data provided in Table 3.3.12 shows that the Manufacture of Animal Feeds industry had the most efficient capital utilization producing an output of 13 million shillings per unit of capital employed. Manufacture of Other Food industry had the lowest capital productivity of 0.2 million shillings. This implies there was underutilization of the Non-Current Assets for Manufacture of Other Food Industry in the generation of output.

Table 3.3.12: Capital Productivity in Manufacturing (million shillings)

Sub-sector	Value Added	Non-Current Assets	Capital Productivity Ratio
Food Processing	2,367,313	3,354,509	0.7
Processing of Meat & Fish	183,041	63,739	2.9
Manufacture of Grain milling products	756,749	271,178	2.8
Manufacture of Bakery Products	189,525	76,980	2.5
Coffee & Tea Processing	445,776	283,369	1.6
Manufacture of Animal Feeds	14,656	1,117	13.1
Manufacture of Beer & Spirits	155,214	229,862	0.7
Manufacture of Soft Drinks & Mineral	57,118	21,968	2.6
Manufacture of Other Food	565,235	2,406,297	0.2
Other Manufacturing	2,229,040	1,621,690	1.4
Manufacture of Textiles & Wearing Apparel	197,721	340,292	0.6
Manufacture of Leather & Related Products	77,941	32,719	2.4
Saw milling	37,588	15,808	2.4
Manufacture of Paper Products & Printing	271,478	210,124	1.3
Manufacture of Bricks, Cement & Concrete	141,103	136,185	1.0
Manufacture of Metal Products	623,723	404,579	1.5
Manufacture of Furniture	192,109	49,148	3.9
Other Manufacturing	687,377	432,835	1.6
Total	4,596,354	4,976,199	0.9

2.1.4.3 Industrial Map

Uganda has several industrial establishments scattered across the country as can be illustrated from the following map.

(Map of Uganda showing number of industries in each gazette location)

2.1.4.4 Business Incubation Programmes

Government is undertaking various Business Incubation programmes through the Uganda Industrial Research Institute (UIRI) along with other sector players including Makerere University Faculty of Food Processing.

UIRI operates a very vibrant business and technological incubation program that hand holds start up enterprises until they are self-sustainable. From product development, process design, technology adaption, pilot production, market research up to commercialization. Below are a few recommendable business enterprises:

1. **Newcastle Vaccine:** In response to peasantry poverty eradication, poultry keeping is essential and UIRI has since developed a thermo-stable vaccine against the most difficult disease in poultry farming (Newcastle Vaccine). With the pilot premarket authorization 6 million doses were in Mbale, Kibuku, Palisa, Bukedea, Kumi, and Iganga. Upon authorization and certification from National Drug Authority a national wide roll out strategy targetes distribution of 56M doses vaccinated twice to a 40 million poultry population.
2. **Diary Project:** Premier dairies producing pasteurized Mega Milk at 180,000litres per month.
3. **Potato Processing:** Kabale potatoes processing and Research facility producing engaged with 450 farmers.
4. **Peanut Processing:** Lira peanut processing and research facility producing engaged with 150 farmers producing at 6.5tons per month
5. **Mushroom Production and Training:** Mushroom Training and Research Center serving over 7000 people in the districts of Kabale, Kisoro, Kanungu, Bushenyi, Kisoro, and Ntungamo
6. **Cosmetics Production:** UIRI has broken through the cosmetic industry with Aleosha and Amagara skin care products
7. **Industrial Training:** Hands-on skills training for Entrepreneurs, SMEs, students and citizens with budding ideas. Over 1,500 start-up entrepreneurs where trained in value addition to meat, fruits & vegetables, dairy products.

2.1.4.5 Accreditation System in Uganda

Government recognizes a number of challenges that hinder the national conformity assessment systems in giving effective support to competitiveness of Ugandan goods and services in domestic, regional and international market. Among the challenges are few testing and calibration laboratories, certification, and inspection bodies, limited capacity in provision of these services as well as high cost for accreditation and low awareness among stakeholders.

A prerequisite for trade on equal terms is that any product or service, accepted formally in one economy, must also be free to circulate in other economies without having to undergo

extensive re-testing, re-inspection, re-certification, etc. This should be the case regardless of whether the product or service falls wholly or partly under the regulatory sector. In developed markets, there is a shift from manual and skilled labor practices in agriculture and manufacture to more sophisticated best practices utilizing advanced technologies. These best practices include, among others; Hazard Analysis and Critical Control Points (HACCP), Quality Management System (QMS), and Environmental Management System (EMS).

Both the World Trade Organisation and the European Union have noted that the lack of acceptance of test results and certification are the most significant non-tariff barriers to trade. In respect to quality, studies by World Bank revealed that there is existence of big gaps in standards formulation, compliance and enforcement in Africa as compared to international norms and practices (Wilson and Abiola, 2003). Globally, the trend to reduce the above-mentioned trade barrier is by establishment of a worldwide network of national accreditation bodies. These bodies use common standards and practice mutual recognition arrangements to ensure that the competences of conformity assessment bodies are assessed on the same principles regardless of their physical location. These assessments are based on harmonized International Organisation of Standardization (ISO) standards. At the apex of the world accreditation pyramid is the International Laboratory Accreditation Cooperation (ILAC) and International Laboratory Forum (IAF). Accreditation bodies are established in many countries, often by Government or with the encouragement of Government, with the primary purpose of ensuring that conformity assessment bodies in the country are subject to oversight by an authoritative body that is impartial in relation to both the CAB and clients.

Government, therefore, recognized the absence of a national accreditation framework as the missing link that would enhance/maximize the impact of the above mentioned productive sectors and this gap needs to be addressed.

2.1.4.6 Development and Management of Industrial Parks

The Government is in the process of establishing a minimum of twenty two Industrial and Business Parks (IBPs) throughout the Country to mainly create jobs and add value to locally available raw materials. In creating jobs in these workplaces, new manufacturing and other skills will be acquired by the citizens as well as increasing trade in new products and improving on those already under production.

The main IBP being set up by the Uganda Investment Authority (UIA) is the Kampala Industrial and Business Park located 11 km East of Kampala, the National Capital city. It is a 2200 acre facility and will include a number of Industrial clusters and large projects. More than two hundred investors have been allocated land in the Park.

On the outskirts of Kampala, UIA is developing two Parks:

Luzira Industrial Park is located 5 km East of Kampala. The 70 acre facility is operational with functional infrastructure (road, water, power). Power is being upgraded to investor's requirements. Fifteen investors are at various stages of establishing their projects.

The 45 acre Bweyogerere Industrial Estate is 10 km North East of Kampala. The land has been allocated to seven investors.

The establishment of Up-Country Industrial Parks by UIA is in progress:-

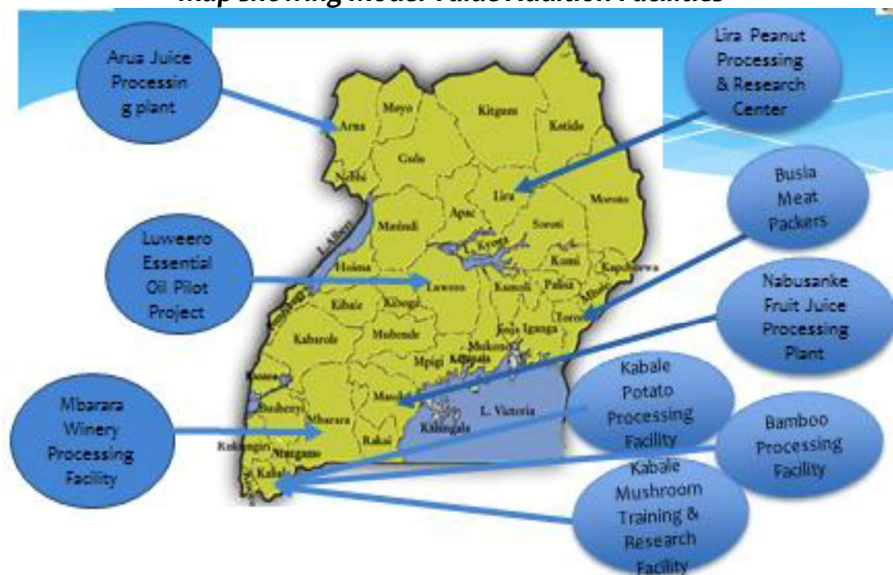
1. Soroti IPB is 350 km North East of Kampala and is 219 acres in size. Five acres of land in the IPB have been allocated to the Teso Fruit Farmers Association to tap the large fruit potential in the region.
2. Kasese IBP (217 acres) is located 430 km from Kampala in Western Uganda near the border with the Democratic Republic of the Congo (DRC). The IBP location is intended to stimulate agricultural products value addition and mineral beneficiation in the region.
3. Mbarara SME Park is a 12 acre facility built up to cater for small scale enterprises adjacent to Mbarara Municipality 280 km southwest of Kampala.
4. Mbale IBP is located in Mbale Municipality 250 km East of Kampala.
5. The Jinja IBP (182 acres located 80 km east of Kampala) is being established. More land is to be acquired in the near future. Jinja is being re-activated as a major industrial town that it once was.
6. In Moroto, 417 acres of land have been identified for acquisition. Mineral beneficiation activities are being targeted for employment generation.
7. Negotiations to acquire 500 acres of land to establish the Gulu IBP at have been initiated. Gulu is 350 km North of Kampala.
8. Land (150 acres) has been identified for the establishment of an IBP in Kabarole and Kyenjojo Districts.
9. Land for an Oil Park (500 acres) has been planned in the Masindi / Hoima area.
10. In implementing the Presidential Initiative (PIRT) it is planned that a Leather Tanning Park (300 acres) be established in Eastern Uganda.
11. Bids to provide IPB land continue to be received by the UIA from Masaka, Bushenyi, Lira, Iganga and Mubende.

2.1.4.7 Model Value Addition Centres

Government has established the following Model Value Addition Centres in various locations across the country.

- a) Kabale Potato Processing and Research Facility
- b) Mbarara Winery Processing Facility
- c) Arua Juice Processing Plant
- d) Luweero Essential Oil Pilot Project in collaboration with CSIR of South Africa
- e) Nabusanke Fruit Juice Processing Plant
- f) Lira Peanut Processing and Research Center
- g) Busia Meat Packers
- h) Kigezi Highland Water Processing Facility

Map showing Model Value Addition Facilities



2.1.4.8 Industrial Establishments and Initiatives

In order to spur industrialization of the country, Government is undertaking various on-going direct initiatives towards the establishment of industries such as:

- a) **Teso Fruit Factory in Soroti:** The establishment of the fruit processing factory in Soroti intends to address the post-harvest losses suffered by the farmers especially during the bumper harvest. This region is the leading producer of citrus fruits in the whole country. Oranges are the most popular type of citrus fruits in the region with three major improved varieties namely; Hamlin, sweet Valencia and Washington Navel. The region also grows mangoes. In 2011, the Government of South Korea agreed to fund the project using a turnkey support mechanism through the Korean International Cooperation Agency (KOICA). The Project site has **been serviced with water, electricity and water reservoir tank installed.** A perimeter wall was constructed around the project site and the access roads to the factory site were upgraded to tarmac. A **1000 KVA transformer was installed at the project site and the power lines were energized.** Government has compensated persons affected by the construction of the power lines to the project site and 10 acres of land for solid waste disposal secured in Soroti town. The Project has trained **20,000 fruit farmers in Bukedea, Kumi, Soroti, Ngora, Katakwi, Amuria, Serere and Kaberamaido districts** respectively on better agronomic practices, post-harvest handling and cooperatives. Construction of the factory commenced in April 2015 and is scheduled to be completed in May 2016. Thereafter, installation and commissioning of machinery and equipment will be done from August 2016 to October 2016. Commercial operation of the factory is scheduled to commence in November 2016.
- b) **Citrus Fruit Factory in Luwero:** Luwero Fruit Drying Factory was initiated to promote value addition and agro-processing of agriculture produce; to increase the incomes of the fruit farmers in Luwero Triangle by providing a readily accessible and fairly priced

market for their produce; to reduce current post-harvest losses of fruits; and to Produce fruit juice, concentrates and pulp that exceed the local, regional, and international market standards. So far, the feasibility study was completed in 2013 and 10 acres of land acquired by the Uganda Development Corporation for the proposed factory site. The project therefore is due for completion in the coming 5 years.

- c) **Kiira EV Car Factory:** ...
- d) **One Village One Product (OVOP) Programme:** This is based on a community-centered and demand-driven local economic development approach initiated by Oita Prefecture in Japan in the 1970s. It was introduced in Uganda in 2008. The OVOP concept was designed as a community based approach through which local resources would be utilized to promote production, processing and marketing of both products and services.
- e) **Presidential Initiative on Banana Industrial Development (PIBID) Programme:** The overall goal of the initiative is to kick-start a pilot industry in banana value addition. The project started as pilot under Uganda National Council for Science and Technology in July 2003. The project is based on the assumption that through value addition rural farmers would be able to access profitable market chains that supply local, regional, and international markets, resulting into increased household incomes. PIBID transformed into a fully-fledged project in July 2007 with an expected end date of June 2016.
- f) **Kalangala Infrastructure Services Project:** Two ferries bought and commissioned on Lake Victoria. Extended the water grid to Kalangala (tapped water). Solar-diesel hybrid electrical power grid extended to the area. Approximately 100km of gravel road constructed.

There are also a host of other projects in the pipeline at different stages of progress, including:

- a) **Karamoja Cement Factory in Moroto:** Uganda Development Corporation is desirous of establishing 2,500 tons per day (t/d) dry process cement factory in Moroto to exploit the abundant limestone deposits in the region and drastically transform the economic environment in the whole of Karamoja sub region. There is growing demand for cement in Uganda and the Great Lakes region due to the increasing construction and economic growth. This demand is expected to increase with new markets in southern Sudan and eastern D.R. Congo. With continued growth in the national economy, there is urgent need to produce more cement. The supply deficit of over 200,000 tons per annum (t/a) is filled by imported cement and this could be substituted by 1,006,964 t/a by Moroto cement factory with room for export. The development of the cement plant will promote import substitution, growth in the industrial sector hence enhance economic growth. The main objectives of this project are to: 1) Add value to the mineral resource; and, 2) Promote import substitution. UDC has Acquired 30 acres of land in Moroto Industrial Park and it will establish a subsidiary company that will own and implement the

project. The Company will have a competent technical management team independent from UDC management.

b) **Tomato Processing Factory in Bulambuli:** ...

c) **Lake Katwe Salt Factory in Kasese:** The Lake Katwe Salt project was one of the projects implemented by UDC before its holding company was wound up in 1990s and it was the only project that was not divested. Most of these studies positively indicated that the salt deposits at Lake Katwe were indeed viable and could be profitably exploited to produce high quality edible salt and other chemicals like potassium chloride and Sodium sulphate. Salt will be extracted from the brine which is water containing a high concentration of salt. UDC is in the process of restarting the salt processing from Lake Katwe by undertaking a feasibility study to ascertain its viability. Solar evaporation method will be used to extract salt from the by evaporation of water in the solar ponds leaving salt crystals which are then harvested using mechanical means.

d) **Iron and Steel Factory:** Uganda aims at transforming the mining sector by adding value to its mineral resources for domestic consumption, export market; and also product diversification. Large deposits of iron ore exist in the Eastern and the South –Western (Kisoro Kabale) regions of Uganda. The ore deposits in south western Uganda consist of an iron-rich hematite grade with less deleterious impurities as compared to that of Eastern Uganda which consists of Magnetite. The iron ore in muko have not been fully exploited. Most of the steel mills use scrap collected from different areas of the country. The scrap is highly mixed with very old and different types of steel products to produce steel products. The development of an integrated iron and steel plant will reduce the reliance on steel scrap which is a sub-standard raw material for steel products, production of quality steel related products, and promote import substitution and boost economic growth. The main objectives of this project are to: 1) Add value to the mineral resources; and, 2) Reduce reliance on steel scrap. The project aims at establishing an integrated iron and steel processing plant using coal or natural gas as a reducing agent to convert iron ore into iron. Steel will be made from iron by removing carbon.

e) **Sheet Glass Factory in Masaka:** Sheet glass is one of the fundamental building materials in the construction industry which is growing rapidly in Uganda. Uganda imports all its sheet glass due to the absence of a sheet glass plant in the country. The raw material (pure white silica) required for the manufacture of sheet glass is readily available on the shores of Lake Victoria, Dimu beach in Kalisizo district and this has not been fully exploited. The development of the sheet glass project will reduce over dependence on imported glass and also boost the construction industry. The project will use deep pool horizontal drawing technology whereby the glass liquid will flow through a c-brick into the molding room and submerged draw bar. A 120 tons/day sheet glass production line will be installed.

2.1.4.9 Micro, Small and Medium Industries

The MSMEs sector comprises of about 1,100,000 enterprises employing approximately 2.5 million people with ownership almost equally distributed between male and female genders at 47.4% and 52.6% respectively. This sector comprises of manufacturing industry in agro-processing and value addition of agriculture, forestry and fisheries products. It also comprises of non-food manufacturing industry in the metal products extraction and processing, light engineering industries, renewable energy and information technology. The other sectors include commerce and trade, services and tourism and other unspecified sectors.

The predominance of micro and small enterprises stems largely from structural characteristics, including low levels of skills and capabilities, underdeveloped product markets, unsophisticated demand and a poor business environment. The Ministry has through its mandate and her affiliated institutions supported the sector in many ways. It has also facilitated exhibitors to participate in regional exhibitions in order to improve their production and marketing networks and foster technology transfer.

2.1.4.10 Standards Development and Application of Standards

To increase Uganda's competitiveness, a National Standards and Quality Policy and its Implementation Plan have been developed as envisaged in the NTSDP I. A comprehensive Communication Strategy aimed at creating awareness and demand for quality products that meet standards, as a long-term strategy for promoting quality and standards in Uganda, has been developed. The Uganda National Bureau of Standards Act 1983 was amended to further strengthen and clarify the extended mandate of UNBS, and Government has embarked on the process of establishing a national accreditation body; consultations on the Draft Policy and Bill to establish or designate the national accreditation body are on-going. Equally, consultations on the draft Sanitary and Phyto-Sanitary (SPS) policy are on-going. The Government has also undertaken a compressive inventory of standards and quality related legislations, and listed those laws that require amendment to bring them in compliance with the international standards and also in line with her obligations under the WTO and international standards setting agencies.

As of June 2014, Uganda had 1,699 standards, representing a 40% increase compared to the 1,206 standards that Uganda had in 2010. Equally, as per the list of certified products by UNBS, only 299 products produced by 82 Ugandan producers are certified by UNBS. This reflects the very low level of certification and quality assurance by Ugandan producers.

A National Standards and Quality Infrastructure Forum, hosted by the Office of the Prime Minister, have been formed to provide a framework for coordination of activities for the various agencies in the sub-sector. The Ministry of Trade, Industry and Cooperatives undertook a comprehensive capacity building needs assessment of public agencies/Authorities providing standards and quality related services with a view to designing a corrective mechanism. Efforts to build and strengthen the capacity have already started with the construction of a permanent home for UNBS and modest retooling of some

laboratories. The sector has also benefited from capacity building investments in laboratory and human resources by the Government and partners like EU, TMEA, and SIDA.

Further still, in the context of implementing NTSDP I, MTIC and UNBS have initiated programmes to offer facilitation support to SMEs to acquire quality certification for their products as most SMEs may not afford the associated costs.

2.1.4.11 Enterprise Management and Advisory Support

The core mandate of Management Training and Advisory Services (MTAC) is to assist the public and private sectors to promote and develop managerial and entrepreneurship skills necessary to support a vibrant economy. MTAC has responded to current and emerging market needs by offering affordable knowledge-and-skills-development products, while ensuring the sustainability of the Centre in several areas ranging from ICT, business to management related areas. MTAC offers business-related professional courses at certificate and diploma level; short-duration skills and performance improvement training courses, and management and institutional development consultancy services. These programmes and services have had far reaching impact on Uganda's business environment. MTAC initiated and is implementing Job Creation Awareness Campaigns which are aimed at promoting entrepreneurial culture among Ugandans. The campaigns' major focus of attention is on mindset change, equipping participants with basic skills in keeping business records, financial management, effective financial saving mechanisms and market identification for products. MTAC engages its consultants and society leaders to sensitize participants and create a change in the livelihoods of the people.

In 2014, MTAC conducted 6 job creation awareness campaigns for 610 participants in 3 districts of Kabale, Hoima and Kabarole Districts. This initiative was in support of Government efforts to promote self-employment and job creation, especially among the youth currently faced with high unemployment. MTAC conducts Entrepreneurship Training Programmes targeting small scale business owners and upcoming entrepreneurs.

MTAC won the youth entrepreneurship and business planning training bid with the Ministry of Gender, Labour and Social Development. The target was to train 500 youth in 10 districts. 8 districts were covered in 2013 and the last 2 districts were covered in 2014.

MTAC has partnered with different organisations both local and international to equip her clientele with necessary skills including but not limited to International Institute of Education in Paris-France, Association of Business Managers and Administrators (ABMA-UK), Entrepreneurship Institute of India (EDI). In 2014 MTAC trained 1,099 participants in improving management performance.

Over time, MTAC has built consultancy capacity in various areas like organization restructuring, business planning and developing participants' and training manuals. MTAC is

a member of the committee set up to develop Training Manual in Leadership Skills for members of Cooperative Unions in Uganda. The Ministry of Trade, Industry and Cooperatives plan to make it compulsory for anybody striving to lead a Cooperative Union to undergo Leadership training.

The Centre initiated long term diploma and certificate programmes in the field of ICT, business and management. This was aimed at enabling Ugandans to become effective entrepreneurs at a youthful age. Formal education in Uganda limits chances for the uneducated to acquire relevant knowledge. The initiatives have seen the Centre enroll a total of 1,616 for 11 diploma and 9 certificate courses in the past year.

MTAC enhanced its collaborative relationship with UCC Pakwach. As a result of this partnership, a total of 82 members of staff selected from all Uganda Colleges of Commerce were trained by MTAC in courses including Supervisory Management Skills, Training of Trainers, Records Keeping and Information Management, Stores Management and Inventory Control, Public Procurement and Contracts Management, Effective Customer Care, Report Writing and Presentation Skills.

MTAC enhanced its collaborative relationship United Organisation for Batwa Development in Uganda (UOBDU). As a result of this partnership, a total of 22 members of UOBDU were trained by MTAC in an Induction Course for Board members and Project Planning and Management. The table below contains details for years 2014, 2013 and 2012.

Table showing Summary of MTAC Programme Interventions for 2012, 2013 and 2014

SN	Course Thematic Area	2014		2013		2012	
		No. of Courses	No. of Pax	No. of Courses	No. of Pax	No. of Courses	No. of Pax
1	Skills and Performance Improvement Short-term Courses	27	1,099	37	1,309	28	1,316
2	Business and ICT Diploma, Certificate Courses	22	2,335	22	1,670	20	1,061
3	ACCA & CPA	1	25	2	56	2	60
	Total	50	3,459	74	3,153	66	2,567

2.1.4.12 Industrial Cleaner Production and Resource Efficiency

The global programme establishing National Cleaner Production Centres (NCPCs) started in the 1990's as a joint initiative of UNIDO and UNEP's Division of Technology, Industry and Economics (DTIE) to help developing countries and countries with economies in transition promote the application of cleaner production in small and medium enterprises (SMEs) for productivity improvement, and importantly, to incorporate cleaner production in national policies. In 1994, the first batch of NCPCs ("Mature Centres") was established: in Africa (Tanzania; Zimbabwe; Tunisia); Eastern Europe (Czech Republic, Slovakia and Hungary); South America (Brazil, Mexico) and Asia (China, India). To-date, over 50 National Cleaner Production Centres have been set up. These include: Kenya, Uganda, South Africa, Rwanda,

Ethiopia, Mozambique, Zimbabwe, Tunisia, Morocco, Egypt, and lately, Mauritius and Namibia

UNIDO has the lead role in establishing the NCPCs. It is the executing agency for the NCPCs, being responsible to the funding or donor organizations and the NCPC counterparts; viz. the national governments. It is responsible for providing initial training to NCPC personnel, providing technical oversight for all activities undertaken by the Centres, formulating the annual work plans with the Directors of the Centres, assisting them in the management of their Centres and monitoring their progress. On its part, UNEP plays a lead role in the dissemination of cleaner production information, the organization of in-country training activities, and the mobilization of key policy-makers, particularly the Ministries of Industry and Environment.

NCPCs are temporarily hosted by already existing institutions responsible for industry preferably those of research and development (R&D) in nature. In some cases, it is industrial associations - for example, in Costa Rica, it hosted by the Chamber of Industry, in India by the National Productivity Council, in Kenya by the Kenya Industrial Research and Development Institute, in Tanzania by Tanzania Industrial Research and Development Organisation, in South Africa by Council for Scientific and Industrial Research, in Hungary by the Department of Environmental Economics and Technology, Budapest University and in Uganda by the Uganda Industrial Research Institute.

Host organizations and other local stakeholders are expected to make contributions (both financial and in-kind) to the centre, such as seconding of personnel, office facilities and equipment. However, this arrangement is temporary and has not worked well as many NCPCs fail to achieve self-sustainability once the project funding period has elapsed. The importance of this is that the client, SMEs, for whom these Centres were set up, fail to get the technical support in a crucial management technology aspects relating to productivity improvement and waste reduction. The beneficiaries become large industries who can be able to afford the Centre's services.

The UNIDO/UNEP National Cleaner Production Centre (NCPC) Programme typically provides funding for the first 3-5 years of a Centre's life. After this initial funding, countries are expected to make appropriate transitional arrangements in institutionalizing these Centres. Currently, Centres draw various levels of support from their respective Governments, some up to 100%. Centres also get engaged in sourcing funds from bilateral projects or contracts. Some of the Centres have either become Semi-autonomous Government agencies like in China, government departments, Government Trusts, or Not-for-Profit Companies Ltd by guarantee.

NCPCs have relatively lean organizational structures; the idea was that each Centre creates a network of institutions and individuals in the country that it can work with. However, this arrangement did not work for the NCPCs. Consequently, NCPCs established under with this

expectation are all characterized by very lean staff comprising the Executive Director and 2-3 Technical Officers/ CP experts.

Uganda Cleaner Production Centre (UCPC) was established in October 2001, as a joint project of Government of Uganda, through the then Ministry of Tourism, Trade and Industry (MTTI) and United Nations Industrial Development Organisation (UNIDO). The Project was “Establishing a National Cleaner Production Centre in Uganda”. This Project was a sub-component of a broader programme between UNIDO and Government of Uganda, the UNIDO- Uganda Integrated Programme (UIP) and one of the major outputs of UIP was the establishment of an NCPC in Uganda called Uganda Cleaner Production Centre. The initial stages of establishment involved a process of selecting an institution to host UCPC. This process was successfully carried out and Uganda Industrial Research Institute (UIRI) emerged ahead of the Department of Chemistry, Makerere University and consequently UCPC has been hosted by UIRI since 2001. UCPC is one of the four NCPCs in the E.A.C Partner States.

The Centre’s mandate is to improve the productivity and competitiveness of enterprises through building their capacity in resource efficiency, management technology, in particular, cleaner production. Cleaner Production means the application of technologies and techniques to processes, products and services to enhance material utilisation, water and energy productivity whilst reducing environmental impacts. Like all other Centres, UCPC is expected to become a self-sustaining entity in the long term raising funds from donors and Government to offer support to SMEs.

Since 2009, Uganda Cleaner Production Centre (UCPC) has been operating on a non-profit basis with funding that target specific objectives and regions of Uganda. For the past three year, the Centre has been operating with funds from mainly Sida under the Lake Victoria Environment Management Project that targets only SMEs in the Lake Victoria Basin. This current arrangement leaves the Centre grappling with challenges such as: inadequate technical support to SMEs, institutional instability, limited growth and over dependency on donor funds.

2.1.4.13 Cross-Cutting Issues

(Content)

2.1.5 Cooperatives Development

The cooperative movement is a global institution, comprising of over 800 million people, that is found in almost every country in the world. A cooperative is defined as: “An association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise”. Cooperatives are based on the principles of voluntary and open membership, democratic member control, member economic participation, autonomy and independence,

education, training and information, cooperation among cooperatives and concern for the community.

Cooperative societies provide an institutional framework through which problems of basic human needs can be met. They also contribute in significant ways to eradicating poverty, direct and indirect employment, mitigating the problem of financial leakages like repatriation of funds and other remittances abroad, ensuring environmental sustainability, tackling the HIV/AIDS and malaria pandemic, and mainstreaming gender. Cooperatives offer enormous potential for delivering growth by providing opportunities and empowering the vulnerable to participate in the development process. Indeed a sizeable population derives its livelihood directly or indirectly through cooperative based activities. Cooperatives are also important partners in the implementation of Government programmes aimed at economic and social transformation.

2.1.5.1 History of the Cooperatives Movement

Ugandans started organizing themselves into co-operatives in 1913 which operated informally until 1946 when the first co-operative ordinance was enacted. This also marked the birth of the Co-operative Department and the present co-operative movement. By the end of 1946 there were 75 organizations of a cooperative nature. Fifty (50) of these were agriculture marketing societies, 8 were shop keepers (supply) societies, 6 were consumer stores and the remainder were miscellaneous societies such as fishermen (mainly for supply of nets), cattle and dairy societies and one thrift society.

The period 1946 to 1970 saw a significant growth of the cooperative movement especially in the cotton and coffee sectors. Beginning with the 1970s, the cooperatives were greatly mismanaged, interfered with, and alienated from membership. The cooperative movement was misunderstood and its economic and social impact greatly underrated by both the membership and public. This marked the beginning of a steady decline in the performance of cooperatives. However, there has been a steady growth in members of new cooperative societies since 1996.

2.1.5.2 Cooperative Registration, Membership and Growth

Currently, there are over 15,000 registered cooperative societies. These cooperatives are mainly involved in agriculture marketing and production, and savings and credit. They play a major role in financial resource mobilization, agro-processing and marketing of agricultural produce and the provision of other services like transport and employment.

Uganda's network of Co-operative societies offers members and the community a convenient avenue for engaging in various social- economic activities. Grass-root, member-based, multi-sectoral co-operatives can be appropriate avenues in the fight against poverty and unsustainable livelihoods in Uganda. Co-operatives play a major role in many areas such as financial resource mobilization, agro-processing and marketing and the provision of services like transport, health, energy and housing. Co-operative societies provide an institutional framework through which problems of basic human needs can be met.

While the cooperative movement had challenges in the past, recent economic trends have shown increasing interest by communities in formation of cooperatives for marketing, value addition and infrastructure management. This called for the formulation of the National Cooperative Policy to guide the development of cooperatives in the country.

The National Cooperative Policy puts emphasis on member participation, diversification and strengthening governance. This led to the development of various types of cooperatives. Agricultural marketing cooperatives have been formed at Parish and village level to facilitate bulking and marketing of agricultural produce. On the side of financial cooperatives, savings and credit cooperatives have been formed at sub-county, parish and institutional level.

Government has also in addition come up with a strategy where stakeholders operating in some economic activities form cooperatives to manage and develop the common infrastructure and facilities where they operate. Uganda now has transport cooperatives managing taxis, lorries and bus parks; market vendors forming cooperatives to manage and develop markets. In the same spirit, Uganda has energy cooperatives managing the distribution of electricity in some areas.

These policy interventions have lead to growth and diversification in the cooperatives movement. The numbers of cooperative enterprises and members have increased over the years as outlined in the table:

Table showing Cooperative Registration Status

Category	2011		2012		By 30th June 2013		By 30th June 2014		By 30th June 2015	
	Prob	Perm	Prob	Perm	Prob	Perm	Prob	Perm	Prob	Perm
SACCOs	1,873	2,961	2,347	3,125	2,792	3,287	3,239	3,456	3,720	3,514
Agricultural Marketing	322	4,488	356	4,547	401	4,710	491	4,743	752	4,749
Diary	21	209	25	223	32	238	40	247	60	248
Transport	92	236	101	238	113	259	142	285	177	291
Housing	4	17	4	20	5	25	5	26	7	26
Energy	0	8	2	11	2	8	2	10	2	10
Fishing	18	78	19	81	20	84	22	85	23	85
Multipurpose	98	587	109	608	118	628	152	638	202	638
Others	195	983	204	1,018	198	969	244	1,050	257	1,052
Grand Total	2,623	9,567	3,167	9,871	3,681	10,208	4,337	10,540	5,200	10,613

Source: Registrar of Cooperative Societies

2.1.5.3 Cooperatives Distribution across the country

Development trends in Uganda show that cooperatives had a role to play at critical times in the development of our economy. This has been so because the cooperative mode of

operation puts emphasis on member participation and democratic control that have tended to promote equity in the distribution of resources and economic gains. This has been possible because cooperatives:

- 1) Increase peoples incomes and access to basic goods and services. Through participation the members get directly involved in the business of cooperatives and their turnover has been growing overtime.
- 2) Create employment both directly and indirectly. There are over 15,000 cooperatives. Each one of them of the cooperatives employs at least three (3) people. The big ones employ more people depending on their needs. The people employed are professionals such as managers, accountants, loans officers, engineers, fitter mechanics cashiers etc. a quick assessment puts the number employed by the cooperative movement directly at 45,000.
- 3) Reduces vulnerability - the members are economically active and become less and less vulnerable.
- 4) Cooperatives encourage participation in taking decisions and business operations. Members' economic participation inculcates a culture of democracy within the communities. This enhances the economic wellbeing of the members.

2.1.5.4 Cooperatives Governance and Management

Cooperatives are based organizations. They are owned, used and controlled by their members. Overall policy formulation of cooperative organizations is vested in the annual general meetings when all members have a right to attend and participate.

The number of women and use joining cooperatives especially SACCOs have of recent times shown drastic increment. This is a step away from the male dominated agricultural marketing cooperatives.

Best practices in the cooperative movement require that on the executive committee, there is at least a youth and women. This has led to an increase in the number of women and youth taking governance and management positions in the cooperative movement.

2.1.5.5 Human Resource Development

Currently, Uganda Cooperative College Kigumba is offered formal certificate and diploma courses in cooperative management and development. Bishop Stuart University, Ndejje University and Bugema University are offering degree and diploma courses in cooperatives. There are still big gaps in this area. There is need to develop tailored courses targeting cooperative membership.

2.1.5.6 Cooperative Mobilization Campaigns

There have not been cooperative mobilization campaigns in the recent past. We have however had a number of political statements and pronouncements on the need for communities to mobilize themselves and form cooperatives. There is however need for deliberate effort to mobilize and support community cooperative enterprise initiatives.

2.1.5.7 Diversification of Cooperatives

The cooperative movement is involved in almost all sectors of the economy. There are involved in the production, distribution, infrastructure management and service sectors.

Dairy and Livestock Cooperatives: Dairy cooperatives have enabled farmers to get cooling plants, acquire inputs, access better markets and get increased and stable prices. In addition there are efforts to put up a modern milk processing plant in Mbarara through the Uganda Crane Creameries Cooperative Union Ltd. A hundred dairy cooperatives received coolers with generators. Eight milk tankers and four refrigerated trucks as part of the package. Currently there are 308 dairy cooperatives that are involved in the collection, distribution and processing of milk across the country. Uganda Crane Creameries Cooperative Union is constructing a ultra modern milk processing plant in Mbarara. There are also a number of livestock cooperatives involved in ranching and fattening of cattle for beef. The Uganda Meat Producers Cooperative Union is putting up a modern meat processing plant in Nakaseke targeting the export market.

Energy and infrastructure development: Cooperatives in partnership with Uganda Electricity Transmission Company pioneered the distribution of prepaid electricity in the country

Production, Agro processing and marketing: The cooperatives have made a great contribution in production and organized collective marketing and value addition of agricultural commodities especially coffee, cotton, tobacco, maize, milk, fish, honey, horticultural products and fruits.

Transport Cooperatives: Cooperatives have contributed to provision of transport facilities aimed at diversifying means of transport for people goods and services in the country. This has enabled members to own and operate trucks, Lorries, taxis and buses. Cooperatives in the transport sector are managing parks in a number of urban areas.

Savings and Credit Cooperatives (SACCOs): The promotion of SACCOs has contributed to improvement in access and outreach of financial services to the communities. By end of 2013, savings and credit cooperatives have mobilized savings of US\$ 271.3 billion, US\$ 204.8 billion in share capital and extended US\$ 372.1 billion in loans. Currently, there are 6,152 SACCOs offering a wide range of financial products to the members. There is at least a savings and credit cooperative society in every sub county. This has greatly improved accessibility to financial services especially in the rural areas.

Health Service Cooperatives: Cooperatives are involved in the delivery of socio services such as health. There are now five health cooperatives have been registered. These are offering health services and health insurance to their members.

Housing Cooperatives: There are currently 11 cooperatives involved enabling their members access affordable housing facilities and access quality building materials. Communities have been sensitized on the need for decent and well planned homesteads.

Fishing Cooperatives: The fishing communities have been organized in cooperatives to improve access to quality fishing gears, training of modern fishing and fish farming technologies, market access, value addition and ecological management.

2.1.5.8 Cooperatives Infrastructure

Through the Ugandan economic history, cooperatives have played a big role in the marketing and processing of traditional cash crops such as cotton, coffee, tobacco and some grains.

Many of the big ginneries and coffee processing plants are owned by the cooperatives. Agricultural marketing cooperatives were established at parish and in some places village level to facilitate marketing of especially coffee, cotton and tobacco. Each cooperative society put up a number of storage facilities. Now there are a number of storage facilities for cooperatives dotted across the country to ease accessibility by farmers.

While some of these storage facilities need renovation the majority of them are in useable conditions.

2.1.6 Sector Administration and Management

For the Sector to operate effectively and efficiently in the delivery of public services, there is need for clear oversight and management of all the Public institutions, and collaboration with those whose mandates associate with or are critical for its performance.

2.1.6.1 Sector Budget

a) Sector Budget Structure

Just as important as the Sector institutions is the Sector budget. This is organised according to eight Vote Functions, seven at the Central Government level (Industrial and Technological Development; Cooperatives Development; Trade Development; Industrial Research; Quality Assurance and Standards Development; and, Policy, Planning and Support Services) and one at the Local Government level (District Commercial Services). It is further organized into Votes, Vote Function Outputs and Budget Line Items for efficiency in budgetary allocations.

Only three Sector institutions have Votes to the Account of Treasury, that is; Vote 015 Ministry of Trade, Industry and Cooperatives; Vote 110 Uganda Industrial Research Institute; and Vote 154 Uganda National Bureau of Standards. The rest of the Sector institutions receive subventions through the Ministry's Vote 015. Attempts have been made to secure separate Votes for the other Sector institutions, but these have not come to fruition.

The Sector Budget structure can be illustrated as follows:

Table Error! Use the Home tab to apply o to the text that you want to appear here..9 Sector Budget Structure

Code (s)	Details
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CG Vote 015	Ministry of Trade, Industry and Cooperatives
	Vote Function 0601 Industrial and Technological Development
	Programme 12 - Industry and Technology Department ↳ VF Output 060151 Management Training and Advisory Centre ↳ VF Output 060152 Uganda Development Corporation ↳ VF Output 060104 Directorate of MSMEs and its 2 Departments All Development Programmes & Projects
	Vote Function 0602 Cooperatives Development
	Programme 13 Cooperatives Development Department ↳ VF Output 060351 Uganda Warehouse Receipt System Authority All Development Programmes & Projects
	Vote Function 0604 Trade Development
	Programme 07 External Trade Department ↳ VF Output 060451 Uganda Export Promotion Board ↳ VF Output 060452 AGOA Secretariat Programme 08 Internal Trade Department Programme 16 Directorate of Trade, Industry and Cooperatives All Development Programmes & Projects
	Vote Function 0649 Policy, Planning and Support Services
	Programme 01 HQs and Administration Programme 14 Internal Audit Programme 17 Policy and Planning All Development Programmes & Projects
CG Vote 110	Uganda Industrial Research Institute
	Vote Function 0651 Industrial Research
	Programme 01 Headquarters & Support Project All Departments and Projects
CG Vote 154	Uganda National Bureau of Standards
	Vote Function 0652 Quality Assurance and Standards Development
	Programme 01 Headquarters & Support Project All Departments and Projects
LG Votes	District & Municipal Local Governments
	Local Government Commercial Services

Source: Policy and Planning Unit, and Detailed Budget Estimates Books

As per the Detailed Budget Estimates Book of Government, which is produced annually, the Sector Budget is also further broken down into Recurrent (Wage and Non-Wage), Development (GoU and External Financing), and Non-Tax Revenue (NTR) or Appropriations in Aid (AIA).

In collaboration with this Ministry, the Office of the Prime Minister (OPM) and the Ministry of Finance, Planning and Economic Development (MoFPED) are responsible for ensuring that sectoral developments are well coordinated and appropriately funded. This is done

through a principal mechanism called the Medium Term Expenditure Framework (MTEF) which is meant to provide a reliable, rolling 3-year guide to overall, sector and sub-sector budget allocations. In practice, from year-to-year there have been major changes to the MTEF ceilings as well as to the allocations to individual Sector Votes. This makes medium-term planning difficult to implement and undermines the predictability of the two outer years. There are also frequent modifications to the MTEF and budget ceilings during the sector BFP preparation stage and, later, when the proposed budget is being considered by Cabinet and Parliament. MoFPED insists that the substantive new budgeting procedures introduced through the new Public Finance Management Act 2015 during FY 2014/15 will lead to more performance monitoring and better budget discipline.

The key points to note about the current Sector Budget, are how its structure determines its impact. The intention is that, during the period of the SDP, the Sector's budget structure becomes rationalized around the Plan's priority based, programme structured logframe. It is to be expected that this will bring significant increases in the efficiency of budgetary allocation and service delivery as well as deliver considerable savings.

b) Sector Budget Performance

Over the past five years, the Sector has had continuous funding shortfalls against its planned interventions within the National Development Plan (NDPI), Sector Strategic Investment Plan and its various Policy Implementation Plans and Strategies. This has made it largely difficult for the set objectives and their corresponding performance targets to be realized.

Table showing TIC Sector Budget Financial Years 2010/11 – 2014/15

Uganda Shillings (Billions)						
Financial Years	2010/11	2011/12	2012/13	2013/14	2014/15	Totals
GoU		47.202	60.943	51.121		
Donor		5.825	6.885	3.000		
		41.377	67.828	54.121		

2.1.6.2 Institutional Human Resource Development

MoTIC Headquarters: The Ministry has a staff establishment structure of 123 with 80% of the positions filled. Of these staff, a few have been supported to undertake long term trainings in Post Graduate Programmes, and several have been supported to undertake various short training courses in Sector related competencies.

The training gaps are normally identified annually through staff performance appraisal reports. The gaps identified are collected together and mitigation measures are prescribed either through training (long or short term) attachment, mentoring, etc. The mitigation measures requiring training are then sent to training committee for consideration in line with the Public Policy Training 2007. Once the training committee has approved, the training then the funds are solicited for the training to go on. The situation has been bad given the fact that most times training has always remained an unfunded priority. The Ministry has

most times gained with less financially demanding training mitigation measures such as mentoring, attachment and induction for new staff.

UDC:

UIRI:

UNBS:

MTAC:

UEPB:

UWRSA:

AGOA Secretariat:

LG Commercial Services Departments:

2.1.6.3 Administrative and Service Delivery Facilities/Premises

MoTIC Headquarters: All the Ministry's five Departments and Offices are currently housed in Farmers' House, a property of Uganda Property Holdings Ltd, that it shares with the Public Service Commission, Education Service Commission and the Judicial Service Commission. The Ministry's Offices occupy four floors, that is, 3rd, 4th, 5th and 6th, which are approximately 400 square metres. It has a total of xx office rooms, a classic 45-seater roundtable boardroom, another classic 25-seater roundtable boardroom and a few other critical office amenities. The Ministry recently set up a temporary outdoor canteen, at the rooftop with a good view of the city, to increase access to more affordable catering services for staff. However, office space is still inadequate for an establishment of 400 staff along with their requisite tools, equipment, and furnishings. The architecture of the building is quite old as it does not provide adequately for ICT connectivity, convenient access by PWDs, security and is not easily modifiable. Besides that, the parking space for the Ministry's clientele is not available and neither is it sufficient for the Ministry's own fleet of vehicles and staff vehicles as well. This is because it is shared with the Commissions. Furthermore, this increases the cost of doing business as many of the Ministry's Agencies are far from its offices, yet most among these are renting office premises as well.

UDC: The Corporation rents Office Premises at Soliz House, along Nakasero Road in Kampala.

UIRI: The Institute has its own premises along Jinja Road in Industrial Area, Nakawa; where all its laboratories, administrative offices and other facilities are located.

UNBS: The Bureau for the past years has been a tenant at the Uganda Industrial Research Institute premises, sharing both offices and laboratories until recently that it acquired its own home. The Bureau constructed a 5 storey office building (Standards House) in Bweyogerere that was officially opened by H.E. the President on 7th October 2014. The Bureau also rents 5 lock-ups as its regional office premises in Kampala, Mbarara, Mbale, Lira and Jinja. The following architectural design is of the ongoing construction of the UNBS Headquarters at Plot 2-12 By-pass link, Bweyogerere, Wakiso District.



Proposed UNBS Headquarters: A – Administration Block; B – Warehouse; C – Sample Reception Block; D - Metrology Lab; E – Chemistry & Materials Testing Labs; F- Civil Materials Testing Lab; G – Conference Hall; H – Gymnasium; I – Care Taker’s House; J – Gate House; K – Sports Grounds

MTAC: The Centre has its own premises along Jinja Road in Nakawa. It has 2 Administrative Blocks and xx lecture rooms. The lecture rooms and other premises are currently roofed with Asbestos materials that are hazardous to human health as they are known to be high-risk cancer causers.

UEPB: The Board is currently renting office premises at Soliz House, along Nakasero Road in Kampala. The Board has countless times been affected by rental arrears to the point of being kept out of these premises. The Board has also planned to establish an Export Development Centre since the previous National Export Strategy, TTI Strategic Investment Plan and the National Development Plan. This has regardless not come to fruition.

UWRSA: The Authority is currently housed in the Farmers House Office Premises.

AGOA Secretariat: The Secretariat is currently renting office premises in Communications House.

2.1.6.4 ICT Infrastructure

MoTIC Headquarters: The ICT Infrastructure in place has never been improved since 2006 and yet the Technological changes are dynamic. Thus there are many IT operations that cannot be done due the obsolete ICT infrastructure in place. Thus need for the overhaul. We have two servers one for the mail system and another for the Industrial Database. The specifications for these have since improved despite ours not. There has been massive recruitment of new staff and all these require computers for their day to day operations. The Website is in place and is regularly updated. There is need to set up an efficient e-help desk. The sector needs to have a Trade and Industry information portal for international information. The records section still operates by use of hard copies. For ease of references there is needed to have this computerised. Our Library needs to have operations done electronically for ease of accessing documents. Internet subscriptions have to be done though the funds released for this are not enough. On a monthly basis depending on the dollar rate we pay 5 million shillings per month and yet 3 millions is released per quarter. To greatly improve internet serves at the Ministry there is need to provide accommodation for wireless internet. Elementary training of staff in IT is paramount.

UDC:

UIRI:

UNBS:

MTAC:

UEPB:

UWRSA:

AGOA Secretariat:

2.1.6.5 Logistical and Locomotive Support

MoTIC Headquarters: The Ministry currently has a fleet of 27 vehicles, majority of which were inherited from closed donor projects. About 50% of these are near scrap value and it is expected that they will be boarded off in the next Financial Year 2016/17. Therefore, there is need to acquire more vehicles for field activities, monitoring and evaluation. These are necessary tools for the Ministry to actualize its mandate, strengthen operations and service delivery to its citizenry.

UDC:

UIRI:

UNBS:

MTAC:

UEPB:

UWRSA:

AGOA Secretariat:

Table Error! Use the Home tab to apply o to the text that you want to appear here..10 Fleet of Sector's Transport Facilities

Institution	Fleet Type	Available	Status	Required
MoTIC	Double Cabins			12
	Station Wagons			10
	Mini-Buses			3
	Motor Cycles	2		2
UIRI	Double Cabins			
	Station Wagons			
	Mini-Buses			
UNBS	Double Cabins			
	Station Wagons			
	Mini-Buses			
UDC	Double Cabins			
	Station Wagons			
	Mini-Buses			
MTAC	Double Cabins			
	Station Wagons			
	Mini-Buses			
	Motor Cycles			
UWRSA	Double Cabins	0		1
	Station Wagons	0		1
UNCE	Double Cabins	0		1
	Station Wagons	0		1
LG CSDs	Double Cabins	0		
	Motor Cycles	50		67

2.1.6.6 Sector Planning, Research, Statistical System and M&E

Sector Planning is aligned to the Budget Cycle of Government, and coordinated by the Ministry's Policy and Planning Unit. The National Budget is the tool through which Government transforms its policies and plans into service delivery. To improve the efficiency and effectiveness of this tool, the Sector Wide Approach (SWAP) framework was adopted by the Government of Uganda (GoU) in the FY 1999/2000 and commitment to its implementation confirmed in the National Development Plan (NDP 2010/11 – 2014/15). Before the advent of the SWAP, MDAs were planning individually which did not strengthen synergies particularly during implementation and allowed for duplication of efforts. This was an inefficient approach to utilizing the limited resources available to Government within and across sectors. Under the SWAP, sectors are therefore required to form Sector Working Groups (SWGs) that participate in the preparation, implementation and monitoring of the approved budgets implementation.

The adoption of SWGs is one of the various budget reforms Government has undergone in the recent past. The others include;

- 1) Output Oriented Budgeting (OOB) which sought to clearly link resource allocation to and expenditures on activities to outputs
- 2) Introduction of the Output Budgeting Tool (OBT) to MDAs to facilitate the preparation of planning, budgeting and reporting documents to allow for consistency in all these processes
- 3) Introduction of the Integrated Financial Management System (IFMS)

SWGs are “standing committees” in which public and private institutions that deliver similar and related services jointly plan and budget for their interventions within a sector.

The overall objective of SWGs is to ensure that institutions delivering related services work jointly to harmonize interventions within and between sectors (Enhance synergies within and between sectors).

The use of statistics on performance indicators is critical for successful management and operation of the sector as it provides the necessary evidence based information to aid in making informed decisions, facilitates effective monitoring and evaluation of the progress resulting from the various programmes/projects and activities of the sector.

The Plan for National Statistical Development (PNSD) coordinated by Uganda Bureau of Statistics (UBOS) envisages Uganda's statistical system to be “A world class National Statistical System”. The Sector Strategic Plans for Statistics (SSPS) guide the different Ministries, Departments and Agencies (MDAs) within the National Statistical System (NSS) towards achieving the PNSD's vision. The development of the TIC SSPS, in particular, will be useful in providing a unified basis and direction for: 1) Increasing usability of statistics, 2) Ensuring good quality statistics, 3) Statistics production and development, 4) Coordination and management of statistical activities, and 4) Development and maintenance of human resources.

Monitoring and Evaluation (M&E) is essential for assessing performance according to the planned outputs of projects and programmes' efficient utilisation of resources and effectiveness of such activities. M&E is generally carried out by departments and units where reports are prepared and submitted to the Sector's Top Management. The Planning and Policy Unit (PPU) consolidates all the monitoring information and reflects it in the quarterly and annual performance reports which articulate progress of various sector programme interventions. However, there are challenges such as the inadequate circulation of monitoring reports from department to the PPU which limits on adequate and timely reporting on performance. Another challenge is the absence a budget line for M&E activities under PPU which has limited the Unit to desk monitoring hence missing out on actual verification of work done. The TIC Sector Working Group is not functional, but Annual Sector Review Conferences are arranged by the Ministry to appraise Sector Stakeholders on the progress made against programmed interventions and take recommendations for consideration in the next Financial Year.

2.1.6.7 Financial Management

2.1.6.8 Sector Coordination, Communication and Public Relations

Government business is complex with multiple players pursuing multiple priorities, agenda, public needs, political pressures within tightly constrained financial, physical and human resources. Because of the complexity of Government, the importance of coordination cannot be underestimated. From a public sector management point of view, coordination is the process through which public and private organizations charged with delivering public services work together to ensure the efficient and effective delivery of public services through the avoidance of duplication, redundancy, gaps and maximization of institutional synergies and coherence. Coordination results from the interdependence of institutions, functions and processes. It is through effective coordination at all levels of Government that yields the results that Government obtains at any given time. To ensure effective coordination of Sector delivery of public services, there is need for a clear vision, purpose and the ability to organize (management capacity) the different players to work towards common goals, which is a major benefit of the Sector Working Group.

The introduction of coordination committees was a necessary but not a sufficient condition to resolve the underlying coordination challenges of weaknesses in prioritization and target setting, weaknesses in alignment of institutional plans to the National Vision, National Development Plan and Election Manifesto of the ruling Party; institutional overlaps; limited cooperation and collaboration between public organizations; ineffective communication and flow of information across Government institutions; inadequate use of evidence for decision-making; weaknesses in Civil Society and Private Sector participation in policy development and implementation; absence of a formal e-Government System to improve

transparency, slow implementation of East African Community decisions and other international obligations.

Other coordination challenges which require deliberate policy actions if effective coordination is to be realized in Government include: poor alignment between plans of Ministries, Departments and Agencies (MDAs) and the National Development Plan; Limited rigor in goal and target setting by MDAs; poor alignment between Government priorities and administrative structures; resource wastage, duplication of efforts, and poor accountability; inadequate supervision and information sharing; poor cooperation between public organizations; absence of formal integrated e-Government system resulting into weak information and control systems; organizations are still weak on transparency; weak participation of Civil Society and the Private Sector in Public Policy making; poorly developed policy research and evaluation function in the Sector; and absence of standardized feedback and complaint mechanisms.

2.1.6.9 Cross-Cutting Issues

(Content)

2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A strategic and effective Sector Development Framework has to recognize the environment, the resources and the general context in which enterprises have to operate. This section of the Development Plan describes some of the main features of the existing environment which underpin it. The country's major strengths include a significant natural resource base, committed and stable political leadership, a clear long term vision for sustainable economic growth, a stable macroeconomic policy setting, recognition of the importance of higher education and human skills, effective and developed Public-Private Sector Partnerships for investment, a strategic local advantage with regard to South Sudan, Democratic Republic of Congo and the Great Lakes Regional markets of Eastern Africa and an improving institutional framework. The following are the strengths, weaknesses, opportunities and threats of the Trade, Industry and Cooperatives Sector.

2.2.1 Trade Development

Strengths
1. Conducive policy and regulatory environment for trade and business for example BUBU Policy, Amendments to the Trade Licensing Act and enactment of Sale of Goods and Supply of Services Act. 2. Strengthening of trade facilitating institutions like UNBS, UEPB, UIRI, UDC and MTAC, and creation of new institutions like Warehouse Receipt System Authority and the MSME Directorate. 3. Strengthening the District Commercial Office through increased funding and technical skills assistance which will enable delivery of the sector mandate to the people at the grass root. 4. Political will to support formulation review and implementation of regulatory and

legislative frameworks through increased funding and enactment of trade laws and policies like Trade Licensing Act, Sale of Goods and Supply of Services Act, and BUBU Policy.

5. Improved competitiveness from 152nd position to 150th position especially in areas of enforcing contracts (80th) and resolving insolvency (98th).
6. The existence of domestic and international state and non-state players that deliver relevant services pertaining to trade. These include; Local Governments, Parliament, Commercial Courts, Private Sector Associations, Manufacturers, Traders, Cooperatives, Financial Institutions, Development Partners and the International Organizations that Uganda is a member of, among other players.
7. Uganda's membership to regional trading blocs like EAC, COMESA and international organizations like WTO eases movement of goods and services, and benefits through Special and Differential Treatment respectively. This has improved market access of Ugandan Products to regional and international markets.
8. Uganda's comparative and competitive advantages.
9. Enhanced trade negotiations capacity since the establishment and training of the National Trade Negotiations Team in specialized negotiations techniques. The team has made strides in bilateral negotiations (EPAs, South Africa, Rwanda, Turkey), regional engagements (EAC, COMESA, Tripartite Free Trade Area) and multilateral negotiations (WTO).
10. Strategic market access to key export markets for Ugandan product.

Weaknesses

1. Unnecessary procedural requirements for starting up a business and acquiring construction permits have led Uganda to be ranked in the 166th and 163rd positions respectively.
2. Several NTBs still exist in key export market that requires continuous monitoring and engagement both at political and technical levels, as well as enhancing effectiveness of approved mechanisms. Despite the implementation of ASCYUDA World Electronic System used in submitting export and import documents, Uganda is ranked 161st in the world.
3. Informal status of businesses makes it hard to plan and deliver services by Government. Up to 70% of Uganda's economy is dominated by MSMEs which are characterized by low capital, lack information and unprofessionalism. Formalization of such enterprises is difficult to achieve thus giving way to high chances of collapse.
4. Non-implementation of developed policies and laws like Buy Uganda Build Uganda, Trade Licensing Act among others. This has led to the failure to realize the desired goals.
5. Pending bills like Competition Bill and Consumer Protection Bill. This has been caused by the existence in parliament of bills submitted by other sectors. This has led, for instance, to unfair trade practices due to the pending Consumer Protection and Competition Bills.
6. Insufficient funding to achieve desired goals. The development and implementation of laws, policies, strategies and plans requires holding of consultative engagements and studies which are regarded consumptive by MoFPED, and therefore, not allocated funding.
7. Skills gap in certain areas which hampers knowledge dissemination to traders and

relevant stakeholders.

8. Failure to post Trade Officers as Attaches to strategic embassies and consulates or to adopt Honorary Business Consuls or Mission placements for special cases.
9. Inadequate IT platforms for agencies like UNBS, UEPB, MAAIF and NDA to reduce Officer discretion.
10. Absence of UEPB, MAAIF, UNBS and NDA at the border posts as trade facilitating agencies.
11. Public institutions mandated to provide business development services are not delivering to the expectations of the Private Sector.

Opportunities

1. Growth of the Services Sector is very significant in availing trade opportunities and contribution to GDP. Trade in Services has increased significantly over the years, increasing from US\$2,057M in 2008 to US\$ 4,725M in 2013, which is equivalent to 129.7% increase over the five year period. Accordingly, trade in services as a percentage of GDP has increased from 14.4% in 2008 to 21.9% in 2013. Over the period 2008-2013, services exports increased from US\$990 million to US\$2,075 million, equivalent to 109.6 percent increase.
2. Discovery and investment in mineral resources especially in oil and gas. This has led to increase in mineral production by 16 percent from 1,705 tonnes in 2013 to 1,988 tonnes in 2014. The revenue accrued from mineral resources has risen from UGX 158 billion to UGX 168 billion.
3. Uganda's geographical location as a land linked country provides a gateway and acts as a source of goods to many neighbouring countries.
4. Reducing poverty levels that were at 56.4% and have reduced to 19.7% in 2014. In the same year the total working population in Uganda was estimated at 13.9million of which 56.8 percent (7.9 million) are employed. This employed population earns income. Uganda's average household monthly expenditure in real terms, increased slightly from Ug Shs 232,700 in 2009/10 to Ug Shs 244,400 in 2012/13, representing a five percent increase. Uganda's average household monthly expenditure in real terms, increased slightly from Ug Shs 232,700 in 2009/10 to Ug Shs 244,400 in 2012/13. This trend has increased the purchasing power of Ugandans.
5. Improved Sectoral linkages in agriculture, Industry among others. This is evidenced by the continued integration of the Agriculture sector in the trade sector.
6. Continuous increase in the performance of the industrial sector as indicated by 10 percent increase in industrial growth In 2014 compared to an increase of 2.9 % in 2013. The 'Food Processing' group registered the highest increase of 19.8 percent, followed by Miscellaneous group 15.4 percent and Drinks and Tobacco group by 10.3 percent.
7. Good working relationships with trade organizations which offers technical assistance and funding. These include WTO, TMEA, SIDA, UNCTAD, ITC, GIZ among others. These facilitate formulation of policies and regulatory frameworks.
8. Adoption of a modern IT platform, ASYCUDA World, which has reduced officer discretion, enabled online initiation and payment of taxes. This will continue to significantly reduce the time and cost for payment of taxes and clearing of goods for traders at all the major border posts.

9. Improved transport and communication which facilitates trade. There was an increase of 8.8 percent in the total length of paved roads from 3,489.6 km in 2013 to 3,795.0 km in 2014. Communication has tremendously increased leading to an increase in the number of telephone subscribers from 18.3 million in 2013 to 20.6 million in 2014.
10. Population increase over several decades and statistical projections show a similar trend for many decades ahead. Between 2002 and 2014 the population increased from 24 million to about 35 million representing an average annual growth rate of 3.0 percent

Threats

1. High electricity tariffs and costs of connection that makes Uganda to be ranked 184th in the world according to the Doing Business report of the World Bank 2015.
2. Synergy gaps in the area of linking the unique market requirements identified in the trade sector with the efforts to sustainably increase production in the agricultural sector.
3. Insecurity experienced especially in the neighbouring countries like South Sudan and Burundi which are part of Uganda's trading partners.
4. The continued importation of consumer and investment goods which makes the country a persistent net importer. Uganda has run a trade deficit for more than 10 years. From around 2007 the deficit started widening and by 2014 it had reached nearly US\$ 2,406 billion. In 2014, India was at US\$ 1.2 billion out of a total US\$2.4 billion⁴, followed by China (US\$ 482 million, Kenya (US\$258.1 million) and United Arab Emirates (US\$170.4 million) respectively , and they account for 88% of the total trade deficit.
5. The depreciation the shilling against international currencies like the United States dollar, the Euro and the Pound Sterling. For instance, the Uganda Shillings depreciated at pensive average rate of 27% against the United States dollar. Given that Uganda imports more than it exports, this made imports more expensive , leading to less trade.
6. The Private Sector has not adequately been prepared to exploit the secured market access due to lack implementing programmes and therefore lack export competencies and enterprise development skills.
7. Low business competencies which deters the private sector to effectively compete locally and in key export markets.

2.2.2 Industrial Development

Strengths

1. Abundant Natural Resources in terms of arable land with fertile soil, relatively reliable rainfall and favourable weather conditions for agriculture. Coffee, tea, cotton, sugar, fish, floriculture, maize, pineapples and livestock are raw materials are important inputs for the industrial sector.
2. The terrain and rivers provide a unique environmentally friendly hydro-electricity generation. Oil and gas resources have been discovered in the western part of the country. Proven reserves of oil are 6.5 billion barrels and production is estimated to commence in 2020. The current energy production figures of 850 MW New investments in the Bujagali Power Project (250MW), as well as the Heavy fuel oil (HFO) plants, and

cogeneration (from sugar bagasse); and plans to start off on Karuma and Ayago Power projects will add an additional 610 MW. This offers great optimism for the energy industry as well as investment.

3. Diversity of minerals including phosphate, gold, vermiculite, copper, cobalt, limestone, clay, iron ore and salt.
4. Availability of labour force where Uganda has a labor force of 17 million people, out of whom about 75 percent are trainable youth.
5. Liberal Policy Environment that created an enabling environment for the private sector through effective implementation of the investment Code of 1991, the gradual privatization of public enterprises, the reduction of import tariffs, elimination of licensing requirements, lifting of import bans, the elimination of export taxes, the harmonization of tariffs within the East African Community, and trade liberalization in general.
6. Public-Private Partnerships as a sign of growing linkages between the public and private sectors, the Government is enhancing the regulatory support to enable public-private sector cooperation and increased investment by the private sector in infrastructure and delivery of higher quality services.
7. Political leadership Commitment for industrial development as it considers industrial transformation as one of its overriding and critical policy priorities.

Weaknesses

1. **Low Institutional development:** The Global Competitiveness Report (GCR) 2015 ranked Uganda 101 with a score of 3.4 out of the 140 countries. Institutional strength affects many factors that feed into competitiveness including the general cost of doing business, difficulties to establish a business and register property, credit ratings, administrative costs and service quality, taxation and the costs of compliance with laws.
2. **Inadequate Infrastructure:** The World Competitiveness Report identified infrastructure as the second pillar of competitive disadvantage for Uganda. The country ranks poorly on the quality of electricity supply and port and railroad development, with road quality adding to the disadvantages. Access to serviced industrial land and reliable and efficient infrastructure are also currently critical constraints to investments.
3. **Low agricultural productivity:** Uganda's low on-farm agricultural productivity limits the cost competitiveness of agricultural raw material available for industrial processing and full exploitation of the agricultural potential of Uganda.
4. **Shortage of Industrial finance:** Limited financial resources have far reaching implications for industrial development. In Uganda, industrial financing can be obtained from commercial banks at very high interest rates and with short maturities.
5. **Industrial development climate:** Uganda has a ranking of 122 out of 189 countries in the 2015 World Bank rankings on Doing Business compared with Kenya 108, Rwanda 62, Mauritius 32, and Botswana 48. Current private sector development projects are expected to lead to an improvement in Uganda's ranking on the ease of doing business but there is low speed in implementing reforms.
6. **Low level of investment in R&D:** Results from the National R&D survey indicated that Uganda's gross domestic expenditure on R&D as a percentage of GDP is 0.5%. This is very low compared to countries like South Korea 4.2%, South Africa, 0.73%, Kenya 0.98%. This is also below the recommended 1% expenditure for African countries.

Opportunities

- 1. Regional and Global Markets:** The East African market of 120 million people shows promise of growth. At present this market is growing fast for low cost goods and services. Uganda is also a member of the Common Market for Eastern and Southern Africa (COMESA) which is a market with a combined GDP of over US\$ 102 bn. In addition, global markets opportunities such as AGOA, EPA; are available for Uganda export products. As incomes grow it's inevitable that consumers will turn towards higher quality goods and services.
- 2 Location of Uganda as a Regional Hub:** Uganda's strategic location has huge market potential in Southern Sudan, Eastern Congo, Burundi, Rwanda, and Northern Tanzania. Because of close proximity, Industrial products made in Uganda can compete favorably in these neighboring regional markets.
- 3. Standard Gauge Railway:** The proposed standard gauge railway upon completion will reduce transport costs from the current 16 US cents (Road) to below 5 cents (Rail) per tonne-km. This reduction on transportation will have an effect on the overall cost of doing business and will in turn boost regional competitiveness and expedite economic growth. The project is expected to be completed in 2018 and will connect the countries of Kenya, Uganda, Rwanda and South Sudan.

Threats

- 1. HIV/ AIDS and Malaria:** There is evidence that HIV/AIDS and Malaria are having a negative impact on industrial production. As of 2014, there were about 1,500,000 people living with HIV/AIDS in Uganda. It is estimated that about 30-40 per cent of absenteeism is related to HIV/AIDS and Malaria. This means that in the long run HIV/AIDS and Malaria could cut the supply of labor for industry, reduce incomes for many households, and thereby decreasing the demand for non-farm products with the exception of medicine and health products.
- 2. Globalization:** The fast growth of regional markets has progressively attracted the entry of low cost global competitors. Global business models have little or no respect for regional trade barriers that frequently have more impact in diverting trade than creating it. Globalization now extends throughout the value chain from innovation, R&D, design, production and processing through to services, including management. For Ugandan firms to satisfy the requirements of a global network they will need to improve their capacity to produce reliable quantities of high quality, low cost goods and services.

2.2.3 Cooperatives Development

Strengths

1. The existence of policy and regulatory frameworks like Cooperative Societies Act Cap 112, Cooperative Societies Regulations, 1992 and the Society Bye Laws, and the Draft National Cooperative Development Policy.
2. Cooperatives are grassroots based, multi-sectoral and pervades every aspect of society; both rural and urban, with a versatile organizational framework to facilitate primary producers' involvement in domestic and international trade.

3. Cooperatives to play a key role in income generation, distribution and re-distribution.
4. The Department for Co-operative Development is the only source of reliable data on cooperative societies' registrations and other information.
5. The Department for Co-operative Development has established systems and procedures, experienced and qualified staff which ensures delivery of timely professional services to clients.
6. Presence of functioning tools and equipment such as computers among others. This ensures efficient delivery of services to clients and department work.
7. Political will from Government to facilitate, regulate and promote co-operative societies as exhibited by Government commitment to fund co-operative societies.
8. Uganda has a wide network of co-operatives and their infrastructure. In addition, the Savings and Credit Cooperative Societies are linked to the World Council of Credit Unions (WOCCU) through Uganda Cooperative Savings and Credit Union Ltd (UCSCU). At the global level the national cooperative movement is linked to the International Cooperative Alliance.
9. Cooperatives emphasize thrift and savings in their operations thereby mobilizing the communities to save as individuals or groups to enhance production, investment and capital accumulation.

Weaknesses

1. Inadequate facilitation to the Department especially in terms of operational funds, human resource, office accommodation.
2. Insufficient statistical data for planning purposes. Bigger markets for the cooperators products due to regional trading blocs e.g. EAC, COMESA and the Preferential Trading Agreements such as AGOA, EPAs.
3. Lack of Cooperative Education and Training policy given that Uganda's current education curriculum does not provide adequate co-operative knowledge. The Uganda Cooperative College Kigumba offers only certificates and diplomas which do not match the challenges of the ever changing global business environment.

Opportunities

1. A stable political environment and Political goodwill. The national strategy for poverty eradication through agricultural modernization, employment creation, deepening and widening of financial services outreach, industrialization and infrastructural development, offer opportunity for the development of the co-operative movement. Government commitment to the creation of a favorable environment for co-operative development.
2. A high demand for the Department's services given that more people and social groups are forming cooperatives.
3. Advances in Technology development and the availability of the modern technology tools and equipment on the Ugandan Market.
4. Improvement in the management of public resources (MTEF – linking policy, planning and budgeting).
5. Public trust in the Department as the repository of the cooperative philosophy, knowledge and skills
6. Abundant natural resources such as water bodies for irrigation, electricity generation,

transport and a habitat for several aquatic species. Others include favourable climatic conditions, wild life, and minerals including gold, zinc, diamond, vermiculite, silica, petroleum and fertile soils

7. Existence of a wide network of cooperatives in the country.
8. Recognition and Direct support to the Apex and Unions such as UCSCU through international organizations and Development Partners (UNDP, IFAD, FAO, ILO, ICA, SCC, CCA and others).
9. Labour abundance and flexibility where Uganda is ranked 8th in the world and 1st in Sub-Saharan Africa on the 'Doing Business Database' in terms of the 'ease of employing workers'.
10. Potential for market expansion due to sustained population growth, increased school enrolment, urbanization, industrialization and improvement in the per capita income. In addition, Uganda's strategic location within the Great Lakes region presents a huge export market potential for co-operative products to Sudan, The Democratic Republic of Congo, Kenya, Burundi, Rwanda and Tanzania.
11. Co-operatives cover a wide scope of enterprises since they exist in virtually all sectors of the economy. They are mostly involved in production, processing and marketing of agricultural products like:- coffee, milk, tea cotton, beans, maize and honey.
12. There are exists of a Pool of Potential Cooperators within the Society. Uganda has a population of 34.9 million people of which 3.9 million are co-operative members. Some of these are already organized into formal and informal non co-operative associations
13. Existence of a pool of trained cooperative personnel within the community.
14. High Literacy rate standing at 69 percent.

Threats

- 1 Weak capital base of the cooperatives and high indebtedness in the cooperative movement.
- 2 Weak Cooperative Leadership and lack of accountability to the members.
- 3 Resistance to Government regulation, noncompliance and vested interests in cooperatives
- 4 Negative Publicity (Unfriendly media)
5. HIV/AIDS and malaria
6. Increase preference for imported goods.
- 7 Donor and investor unpredictability
8. Real and perceived corruption in Government affecting credibility.
9. Poor infrastructure in terms of roads, power and communication and high operational costs.
10. Competition from other organizations providing similar services.
11. Some DCOs lack the necessary qualifications and experience.
12. Poor information flow between the DCOs and the Department.
13. High illiteracy levels in the rural areas.
14. Inadequate representation at the local government level.
- 15 Lack of guarantee mechanisms especially for the financial cooperatives (e.g. Deposit guarantee Schemes)
16. Inappropriate financial system for the cooperatives.

2.2.4 Sector Administration and Management

Strengths
1. Focused leadership and management with strong ethical values. 2. Qualified and professional staff. 3. Creativity and innovation within the Sector. 4. Participatory approach and team work within the Sector. 5. Sound operational framework in accordance with the Constitution of the Republic of Uganda, (1995). 6. Proven reputation. 7. Improved communication system. 8. Easy accessibility in a central location.
Weaknesses
1. Inadequate staff. 2. Inability of the Ministry to attract and retain staff. 3. Inadequate office accommodation and equipment. 4. Weak system of records management. 5. Poor coordination and linkages between departments and institutions
Opportunities
1. Recent Policies and Bills passed by Parliament. 2. Advancement in ICT. 3. A sustained political goodwill. 4. Wide administrative network within Government. 5. Growing operational linkage with the private sector. 6. Increased public awareness and demand for services. 7. Direct linkage with OPM and MoFPED 8. Growing support from Development Partners
Threats
1. Long standing devaluation of Uganda Shilling compared to other countries in the region which increases the cost of production. 2. Slow growth in the export Volumes and diversification of export products from more of agricultural to industrial products. 3. Slow implementation of the East African Integration which has deprived prevented Uganda to take advantage of opportunities in trade in goods and services. 4. b. Unstable and inadequate budget allocation which constrain performance to meet the expectations of the ministry and the stakeholders. 5. HIV and AIDS pandemic and its effects on staff productivity and performance. 6. Inadequate ICT systems integration. 7. Inability to predict changes in internal and external Markets for Uganda product.

Section 3

Strategic Direction and Focus

3.0 Description

This section describes the strategic approaches (including the value chain approach and other specific approaches for the various sector components), strategic objectives and thematic or specific programme interventions that the Sector shall focus on in the next 5 years.

3.1 Strategic Approaches

This strategic document learns from the past and puts in place corrective measures. The wide consultative process that has been followed in developing this document has helped to identify, by consensus, the priority areas to focus on in the context of implementing the objectives of the Second National Development Plan, especially in the context of the Trade, Industry and Cooperatives Sector.

The TIC-SDP preparation has been guided by Uganda's national policy and planning Framework as defined in the Uganda Vision 2040, the National Development Plan II and the current Sectoral Policies. Reflection has been made to the regional integration agenda as spelled out under the EAC, COMESA & Tripartite regional integration frameworks, as well as the bilateral and multilateral trading opportunities and challenges for Uganda. Internally, reflection has been made to the achievements and challenges of NDP I, TTI-SIP, NTSDP I and NISDP as well as complimentary sectors including: MAAIF, MoWT, MoICT, MoLG and the recent oil and mineral wealth discovery that is opening new opportunities and challenges for the Sector.

3.1.1 Value Chain Approach

In line with the NDP II...

3.1.2 Trade Development

The one of the major goals of the TIC-SDP is to reduce/narrow the trade deficit with the aim of achieving a positive trade balance. The consistent and ever growing trade deficit is close to becoming unsustainable as annual export earnings can purchase less than half of the annual imports demand. If imports continue growing faster than the growth in exports as has been the case over the last five years, the trade deficit will continue to worsen with significant implications on other macro-economic variables including inflation, foreign exchange earnings, interest rates, etc. The goal will be pursued using three strategic approaches, namely:

- a) Domestic Trade development
- b) Increasing presence of Ugandan products in preferential markets

The overall strategy for the Trade Development is underpinned by the lessons learnt from the Sector Development Outlook, with the following elements:

- a) Prioritise **domestic trade development** as a spring board for Uganda based producers/traders participation in regional and internal export trade. Over the TIC-SDP period, the efficiency of domestic trade will be improved by providing quality trading/marketing infrastructure and developing the domestic market system.
- b) For exports, **focus export development and promotion for increased presence of Ugandan products in preferential markets**, mainly the **EAC, COMESA and the EU**. For these preferential markets, emphasis will be on **implementation of trade protocols** by both Uganda and trading partners, and **addressing residual issues** like NTBs to effectively facilitate market entry for Ugandan goods. With regard to bilateral, priority will be to conclude framework agreements or secure preferential trading arrangements with main sources of imports –India, China, and UAE, and main export markets with weak preferences-DRC and South Sudan. Overall, export growth strategy emphasises the need to balance between regional markets and international markets-as regional markets are still fragile and risky markets compared to mature and predicable markets of developed markets.
- c) Strengthen the **capacity of trade support institutions and strong inter-agency collaboration** to effectively support the TIC-SDP implementation. This will involve enhancing capacity for putting in place and implementing development policies, regulatory regime and management systems e.g. an M&E system for effective management of the sector. The sector will also prioritise structured inter-agency collaboration and or engagement with the Private Sector and other complimentary sectors/MDAs including MAAIF, MoWT, MoICT, MoLG and MEMD.

3.1.2.1 Domestic Trade Development

Countries don't compete but firms do, and for a country to be competitive in the global market, its firms must be competitive. However, for firms to be competitive in the regional/global markets, they must be competitive in the domestic market. Accordingly, for Uganda to reduce/narrow her trade deficit, it ought to increase the competitiveness of local firms to: a) produce goods that can effectively compete with imported products, b) produce products that are competitive in the local market and with ability to compete in the regional/global markets.

Over the TIC-SDP period, the Government will prioritize interventions to develop the local trade capacity by improving domestic markets efficiency. The approach emphasizes creating necessary conditions and orienting SMEs/producers to aim at fulfilling domestic market demands and becoming competitive in the domestic market, before venturing into the regional market and then international markets. Within this strategic approach, the Government will implement activities in the following thematic areas:

- i). Increasing production to address deficit and reliability in supply for both agricultural and manufactured goods
- ii). Provide/ improve trading/marketing support infrastructure. Under this thematic area, the government in partnership with the private sector will facilitate

establishment of agricultural commodity storage/ marketing support facilities. These include the warehouse receipt system, regional aggregation/producer and or border markets, national commodity exchange, and cold storage facilities.

- iii). Provide enterprise development Support for SMEs aimed at improving competitiveness at enterprise level Market development for strategic agricultural commodities
- iv). Quality Assurance-quality and safety standards setting, enforcement and compliance
- v). Increase size of domestic market by operationalising the BUBU Policy and implementing product targeted import substitution strategy
- vi). Strong distribution services, closely linked to production/manufacturing
- vii). Competitive regulation of domestic market
- viii). Enhance competitiveness of Trade in services trade
- ix). Enhancement of capacity in the sector for efficient Trade in Oil and other Minerals

3.1.2.2 Increasing Presence of Ugandan Products in Preferential Markets

For the trade deficit to reduce, the country ought to increase the presence of Ugandan products in the regional and global markets. From past experiences in the situational analysis, it was revealed that Ugandan exports performed well in preferential markets compared to other markets. During TIC-SDP, measures aimed at consolidating access to preferential markets will be pursued. The focus will be to increase the presence of Ugandan products on the shelves of outlets in the preferential markets. To achieve this outcome, the Government will implement interventions in the following thematic areas.

- i). Develop and implement a National Exports Development Strategy (NEDS) hinged on product and market focusing
- ii). Prepare Ugandan Enterprises for Export
- iii). Commercial presence in selected/retail sectors in preferential markets
- iv). Consolidate market access to preferential markets
- v). Engagement in trade negotiations with emphasis on implementing concluded preferential trade agreements and negotiating/resolving any residual issues therein.

3.1.3 Industrial Development

In order to realize the aspirations of the Uganda Vision 2040 and the objectives of the Second National Development Plan and the National Industrial Policy, Government shall in collaboration with the Private Sector and Civil Society prioritize the following strategies and policy actions.

- a) Government shall establish, revive and strengthen leading policy implementing institutions to ensure effective coordination of all policy implementation initiatives.
- b) Implementation of industrial development initiatives shall be interactive, involving the full participation of the Private Sector and other stakeholders.
- c) Government shall in collaboration with the Private Sector undertake to develop and upgrade infrastructure to facilitate industrial transformation
- d) The deepening and widening of the relatively narrow industrial structure and the strengthening of subsector linkages will be key to transformation of industry

- e) Creating national capacity for Science and Technology, incubation, and innovation, to ensure sustainable industrial transformation
- f) Strengthen and deepen the financial sector using a Public-Private Partnership approach with a view to providing adequate and affordable industrial finance
- g) Build, through inter-alia the Education Policy Framework, the necessary human resource skills and competencies to support industrial transformation
- h) The emergence of a healthy and safe industrial production environment shall be a key priority of the industrial transformation policy
- i) Industrial firms will be encouraged to adopt firm level policies/strategies in order to improve production processes, product quality and competitiveness at the national level and in the Global market
- j) Industrial transformation shall be pursued in a manner that ensures efficient resource utilization and environmental sustainability

3.1.4 Cooperative Development

Through the TIC-SDP, the Sector seeks to create a more conducive environment for the cooperatives to expand, and diversify their activities. More attention will be given to improving governance, enhancing production, value addition and marketing capacities of the cooperatives.

The TIC-SDP shall facilitate cooperative development through effective regulation, continuous technical support and resource mobilization. In addition, it is the wish of the Government to consolidate the gains arising out of cooperatives and facilitate faster growth so as to play a leading role in poverty eradication, employment creation and socio-economic transformation of the country.

3.1.5 Sector Administration and Management

Government shall establish an effective Sector coordination machinery that facilitates better service delivery, with the objectives of: improving prioritization within the Sector to foster unity of direction in policy development, planning and budgeting, improving clarity and coherence in institutional roles and responsibilities to facilitate organizational effectiveness, improve overall Sector efficiency and optimum utilization of resources in the implementation of policies and programmes, and enhance strategic collaboration in Government operations.

Government has specified its development objectives and policies concerning Sector Administration and Management in the Second National Development Plan, and in consideration of these, priority shall be given to the following areas of concern in the Sector:

- a) **Sound and harmonized planning:** Government will ensure that there is demonstrated unity of purpose in the goals and targets set out in plans and budgets across the Sector institutions.

- b) **Clarity in institutional roles and responsibilities:** Government will ensure that the authority and responsibility from the top to the bottom within the Sector structure are clearly defined to minimize conflicts and to enhance responsibility among office bearers.
- c) **Effective communication and consultation:** Government will facilitate open and regular communication to foster effective interchange of opinions, information and to create mutual understanding of strategic development priorities.
- d) **Effective leadership, supervision and exercise of institutional authority:** Government will ensure effective leadership at the planning and execution stages, and also ensure that all centers of authority demonstrate effective leadership over their teams in the execution of Government programmes.
- e) **Managing for Results:** Government, Non-Government and Private Sector Organisations shall continuously improve and focus their policies and plans to maximize the impact of development programmes.
- f) **Saving Costs:** Government shall ensure that improved prioritization, planning, and execution of policy and programme implementation results into improved efficiency and cost saving.
- g) **Inclusivity:** Government shall ensure that Sector Public Institutions as well as Civil Society and Private Sector participate in the implementation of this TIC-SDP by adapting its principles to the particular features of different partners. It shall also ensure that all Government agencies and national stakeholders including Parliament, Civil Society Organisations and the Private Sector are involved in the implementation of the Sector Development Plan.
- h) **Sector Wide Approaches:** Government will promote the Sector Wide Approach (SWAP) which entails coordination at the Sector Working Group level. The aim of the SWAP is to improve sector planning and budgeting. It is meant to harmonize and rationalize different activities within the subsectors.

Furthermore, strong Public Sector support institutions play a significant role in developing a country's economic sector, especially in less developed countries like Uganda where market failures are most likely to occur. Strong Public Institutions facilitate competitive regulation but also provide frameworks for direct participation of the State in the economic sectors by taking a lead in sectors where market failures are evident. With strong institutions, the Government can effectively allocate scarce resource and optimally regulate economic activities since free markets will not drive economic transformation on their own. During the TIC-SDP period, the Government will strengthen institutional capacity of the following institutions. These are:

- a) *District Commercial Offices (DCOs)* by upgrading DCO into department with representation at sub-county levels, recruiting personnel, skilling existing and recruited staff and equipping all DCOs to effectively deliver services to the business community.
- b) *Uganda National Bureau of Standards (UNBS)* for certification by recruiting personnel, skilling existing and recruited staff and equipping laboratories/standards infrastructure

- c) *Uganda Export Promotion Board (UEPB)* for external trade by recruiting personnel, skilling existing and recruited staff, equipping offices and establishing regional presence in the North, East and Western regions
- d) *Uganda Industrial Research Institute (UIRI)* for value addition by Foster linkage between UIRI and SMEs for adoption of value adding technology
- e) *Ministry of Trade, Industry and Cooperatives (MTIC)* for policy, negotiation, coordination and M&E through skilling personnel in trade negotiations and policy analysis, strengthening internal management systems and establishing a sector M&E system
- f) *Uganda Development Corporation (UDC)* for effective and transparent Government involvement in the commercial sector to correct market failures by increasing capitalization of UDC, recruitment of personnel and skilling the recruited staff

3.1.6 Cross-cutting Issues

The Trade, Industry and Cooperatives Sector impacts and is impacted by a number of cross-cutting issues, namely environment and climate change, gender, youth, HIV/AIDS. During the TIC-SDP implementation, the sector will undertake targeted interventions to ensure that all cross-cutting issues are adequately mainstreamed in all activities implemented in the sector.

Gender: In principle, existing laws provide for equal rights and privileges for both men and women. However, the equality enshrined in these laws is often compromised when implementing sector level development interventions. Traditional interventions for trade sector development are likely to affect men and women differently. An effective gender approach to designing and implementing project interventions would take these differences into consideration, focusing on equality and equity of the outcomes rather than just equal treatment. Over this planning period, the sector undertakes to ensure gender mainstreaming in all sub-sectors development initiatives. Gender issues will be incorporated into all the proposed interventions at the national and sub-sector level through participatory approaches. This will include promoting the use of gender analysis and gender-based budgeting in all development programmes.

Empowering the Youth in Trade: The Sector is employing a large percentage of the youth in micro and small businesses like riding ‘boda-boda’, petty trade and service sector work. These youth in most cases lack the necessary experience, resources and technical expertise to manage their business professionally and sustainably. As a result, most of their businesses do not grow and many close after few years of operation.

Over this planning period, the Government will prepare an appropriate package of measures to grow the youth enterprises into sustainable businesses. The youth will be trained and sensitized on business competencies, regional cross-border opportunities and small scale value addition processing opportunities. Business linkages, entrepreneurship development and mentoring programmes will be developed and implemented. Linkages between the sector and the Ministry of Gender, Labour and Social Development will be established to

facilitate financing of viable enterprises under the current youth development programmes being implemented by the Government like the Venture Capital Fund.

Environment and Climate Change adaptation: Uganda is experiencing several environment and climate change related impacts that are negatively affecting production and productivity especially for supply chains directly linked to the agricultural sector. Globally, the movement to mainstream environment issues in trade is growing strong. Vulnerability to climate shocks will continue to influence the performance of the productive sectors of the economy in the short, medium and long-term. For this reason, the sector's development interventions under TIC-SDP have been formulated in full consideration of the need to build capacity to mainstream environment and climate change issues in the national trade agenda.

HIV/AIDS: The HIV/AIDS epidemic has had a multiplicity of negative impacts on the trade sector, like other sectors of the economy. In response to the pandemic, the Ministry will develop a Sector HIV/AIDS Policy. The purpose of this policy is to empower the business community to prevent the spread of HIV/AIDS by adopting positive behavioural change, mitigating the adverse effects of the disease on the trade sector and overall socio-economic development. Concerted efforts will be made to strengthen the implementation of HIV/AIDS policies and strategies in the Sector.

3.2 Strategic Objectives

In light of the aforementioned strategic approaches and in line with the Second National Development Plan, the Trade, Industry and Cooperatives Sector shall pursue the following strategic objectives in the next five years.

3.2.1 Trade Development

Objectives	Interventions
1) Increase the share of manufactured goods and services in total exports	▪ Incentivize export of processed products. ▪ Review the National Export Development Strategy to re-focus national export development initiatives. ▪ Develop and implement a policy, regulatory and institutional framework to enhance Trade in Services ▪ Establish an Export Development Centre for UEPB to build capacity of exporters and improve export products.
2) Improve Private Sector competitiveness	▪ Promote the consumption of local goods and services ▪ Develop and implement a national trade information system. ▪ Develop and implement a Comprehensive Capacity Development Strategy for Goods and Services Suppliers. ▪ Establish and implement a National regulatory mechanism consistent with the WTO TBT and SPS Agreements. ▪ Broaden regulatory regimes to include emerging approaches such as self-regulation, co-regulation and Self Declaration of Conformity (SDoC) to encourage voluntary compliance to standards and regulations by business

	▪ Support the private sector in technical and entrepreneurial skills development. ▪ Develop and implement policy, legal and institutional frameworks to support private sector competitiveness.
3) Increase market access for Uganda's products and services in regional and international market	▪ Negotiate better market access for Ugandan goods and services. ▪ Commercial Representation at Uganda's Missions and Embassies abroad ▪ Enhance branding of products and services ▪ Promote effective positioning of Uganda's products and services in international markets
4) Improve the stock and quality of trade infrastructure	▪ Establish satellite border markets in the districts of Amuru, Kabale, Ntoroko, Tororo, Busia, Kitgum, Mpondwe, Goli, Bunagana and Manafwa. ▪ Establish two 100,000MT silos, ten 20,000 MT capacity silos and sixty 5000MT warehouse in strategic locations across the country. ▪ Establish and operationalize Four Regional One-stop Enterprise Development Centres for Business and Incubation Services, Quality Assurance Services, Export Development Services and Trade Information in Wakiso, Gulu, Soroti and Mbarara. ▪ Incentivise the Private Sector to invest in trade infrastructure development such as cold storage facilities, laboratories and community silos.

3.2.2 Industrial Development

Objectives	Interventions
5) Promote the development of value added industries in agriculture and minerals	▪ Strengthen the legal, policy and institutional environment to support industrialization ▪ Revitalize UDC to establish model agro-processing and manufacturing industries ▪ Develop agro-processing zones within the existing 22 Industrial parks ▪ Facilitate the Development of locally manufactured goods through supporting MSMEs, especially MSMIs. ▪ Build capacity in specific targeted skills needed for value addition ▪ Strengthen the existing network of vocational and technical training institutions to cater for the required skills ▪ Support commercial processing of key minerals
6) Increase the productive capacities and capabilities required to produce goods and services	▪ Develop and implement local content policy and strategy to increase local participation in industrial production ▪ Attract labour intensive light manufacturing industries ▪ Strengthen technology adaptation and acquisition including availability of advisory services to support local manufacturers. ▪ Fast track the development of industrial parks.
7) Enhance application of Standards and Quality	▪ Rationalise, harmonize and strengthen the regulatory framework with regard to standards, metrology, accreditation

Infrastructure	and technical regulation ▪ Establish a framework to enhance coordination and collaboration among regulatory authorities and national quality infrastructure institutions ▪ Develop and improve the National Quality Infrastructure ▪ Strengthen Human Resource capacity in the National Quality Infrastructure ▪ Enhance awareness and dialogue amongst all stakeholders regarding standards, metrology, accreditation and conformity assessment in order to improve compliance ▪ Support the Private Sector, especially MSMEs to conform to set standards and to comply with technical regulations
8) Promote and accelerate the use of research, innovation and applied technology	▪ Establish national and regional technology incubation centres for nurturing SMEs and start-up enterprises ▪ Establish and foster a National Innovation System for proper and adequate exploration and utilization of R&D outputs, and promote emerging technological needs ▪ Promote and support technological development, acquisition and technology transfer ▪ Support and incentivise the private sector to contribute to innovations, research and development ▪ Strengthen the legal framework associated with intellectual property rights.
9) Promote green industry and climate smart industrial initiatives	▪ Conduct research, popularize and encourage efficient and zero waste technologies and practices ▪ Establish and support climate innovation centres to support investment in industries producing and adopting green technologies ▪ Support Development of decentralized village-based agricultural processing centres that incorporate low-carbon sources of energy, such as biogas-digesters and solar driers ▪ Build carbon trading capacity within the private sector to harness innovative funding opportunities provided by Clean Development Mechanisms (CDM) and voluntary carbon markets.

3.2.3 Cooperatives Development

Objectives	Interventions
10) Promote the formation and growth of cooperatives	▪ Popularize, disseminate and implement the National Cooperative Development Policy implementation strategy to empower and guide cooperatives. ▪ Strengthen governance of the cooperative movement ▪ Strengthen the cooperative commodity marketing infrastructure ▪ Strengthen the Uganda Warehouse Receipt System Authority (UWRSA), and the Uganda National Commodity Exchange (UNCE) ▪ Improve access to financial services for the co-operative

	institutions ▪ Supervise and audit cooperative societies regularly and vigorously. ▪ Reviewing and implementing an appropriate cooperative curriculum to strengthen cooperative members' education and training ▪ Review and upgrade Kigumba Cooperative College as a Center of Academic Excellence in Cooperatives skills development. ▪ Establish an Agricultural Commodity Marketing Fund to promote collective marketing. ▪ Establish and strengthen the Cooperatives Information systems
11) Enhance the capacity of cooperatives to compete in domestic, regional and international markets	▪ Support producer cooperatives in enterprise selection through provision of advisory services to the different categories of farmer organizations. ▪ Support the re-establishment of the co-operative based inputs delivery system to avail quality inputs to the members. ▪ Support and facilitate cooperative society members to acquire mechanization, irrigation equipment, farm level post-harvest handling technologies and other appropriate technologies. ▪ Support research and development in cooperatives as well as providing extension services to members.
12) Increase the diversity in type and range of enterprises undertaken by cooperatives	▪ Support and strengthen other forms of co-operatives including insurance, housing, health, tourism, energy, consumer and services cooperatives. ▪ Revitalize and strengthen dormant co-operatives by focusing on research, networking, study tours, mobilization and sensitization of the communities.

3.2.4 Sector Administration and Management

Objectives	Interventions
13) Enhance Public Administration and Management of the Sector	▪ Ensure and strengthen proper Public Financial Management Systems ▪ Strengthen the institutional capacity of Ministry and Agencies to independently undertake their constitutional mandates effectively and efficiently ▪ Improve Communication and Public Relations within and outside the Sector ▪ Improve efficient and effective allocation and utilization of physical resources and logistics to support Sector Institutional operations ▪ Revitalise the Sector Working Group and its related Organs ▪ Improve Policy implementation and M&E of Sector Programmes ▪ Develop the Sector Statistical System to support evidence based Policy decision making
14) Develop the Sector's Institutional Human	▪ Revise Staff Establishment structures of the Sector Institutions to enhance efficiency and effectiveness in Service Delivery

Resource	▪ Increase staffing of Sector Institutions in line with their staff establishment structures ▪ Enhance skilling and knowledge of Institutional Staff to increase their capacity to deliver Services ▪ Strengthen Governance and Staff Performance Structures and systems in all Sector Institutions ▪ Sector Institutional Staff knowledgeable and aware of HIV/AIDS Issues ▪ Mainstream Gender Aspects and Issues in Sector Institutional Setup ▪ Strengthen Human Resource Management
15) Strengthen Sector Institutional Infrastructure	▪ Establish and rehabilitate where necessary Sector Institutional Premises ▪ Enhance ICT Infrastructure of Sector Institutions to support staff conduct their duties and/or deliver services ▪ Enhance Locomotive Support to the Sector Institutions to enable them improve Service Delivery

3.3 Desired Sector Outcomes

In view of the development context required to lift the country out of this position through implementation of the Sector's Strategic Objectives, the following outcomes are desired by the Sector.

Trade Development
1. Increased share of manufactured exported goods to total exports 2. Increased share of Services to GDP 3. Increased share of service exports to total exports 4. Increased consumption of locally produced goods 5. Increased volume of cross-border trade 6. Increased share of employment by domestic and cross-border trade 7. Increased Private Sector Investments in facilitating Trade Infrastructure 8. Reduced cost of doing business 9. Uganda's competitiveness positioning in the world raised 10. Widened market base for Uganda's products
Industrial Development
1. 25% Contribution of manufactured⁵ products to total GDP 2. 30% Contribution of manufactured exports to total exports 3. 30% Value added in Industry⁶ (as a percentage of GDP)

⁵ Manufacturing is the physical or chemical transformation of materials or components into new products. Most often, this is done by power driven machines, in a factory.

4. 4.2 score on the Competitiveness Index ⁷
Cooperative Development
1. Increased Empowerment of members on their rights, responsibilities and benefit 2. Improved Accountability and Transparency in the Cooperative Societies 3. Improved Synergies among the stakeholders in the Cooperative Movement 4. Reduction in the Mortality Rate of Cooperative Businesses 5. Improved Access to Affordable Trade Financing for Cooperatives 6. Increased Volume of Business by Cooperatives 7. Increased Growth of Exports by Cooperative Businesses 8. Increased Domestic Market Share for Products by Cooperatives
Sector Administration and Management
1. Enhanced Coordination and Efficiency of Sector Programmes and Interventions 2. Enhanced Professionalism and Skillfulness in the Sector's Public Service 3. Higher Level of Public Service Staff Retention in Sector 4. A Pleasant and Conducive Working Environment 5. More Efficient and Effective Service Delivery

3.4 Programme Interventions (Thematic or Specific)

Based on the above mentioned objectives and outcomes set out to be achieved by the Sector, emphasis will be placed on the priorities through targeted and focused Programme or Project initiatives where necessary, thematically or specifically. These can best be implemented through the Sector Wide Approach using the modalities of the Sector Working Group to meet all their required purposes.

3.4.1 Trade Development

3.4.2 Industrial Development

3.4.3 Cooperatives Development

3.4.4 Sector Administration and Management

3.4.5 Cross-cutting:

⁶ Industry is an organized economic activity connected with the production, manufacture, or construction of a particular product or range of products for sale. This includes all economic activities that fall in the following major categories: mining, manufacturing, construction, electricity, gas and steam.

⁷ The Global Competitiveness Index is a comprehensive and respected assessment of countries' competitiveness, offering invaluable insights into the policies, institutions, and factors driving productivity and, thus, enabling sustained economic growth and long-term prosperity.

Section 4

Implementation and Financing Strategy

4.0 Description

This section comprises the implementation strategy and the financing strategy for this Plan, including the various financing modalities, sources and options, the roles and responsibilities expected of the different key players at various levels, their expected contributions, and finally the annualized cost implementation matrix.

4.1 Implementation Strategy

The programmes and projects identified will be implemented by the various state and non-state players in the Sector under the coordination, oversight and supervision of the Sector Line Ministry.

The purpose of this implementation strategy is to enhance operationalization of the planned programmes and projects. It provides an overview on how the SDP's strategic objectives and the overall TIC-SDP theme will be achieved by outlining what will be done, by whom, when, and how. It thus serves as a check list that will be regularly updated monitored and progress on it shared among the stakeholders. The strategy will also help to coordinate and guide the implementation actions, support coordinated and collaborated efforts, minimize duplication and promote synergies.

4.2 Financing Strategy

The implementation of the planned programmes and projects will be financed by the Government of Uganda, interested Development Partners, and the Private Sector through PPP arrangements.

4.2.1 Financing Modalities, Sources and Options (Content)...

Considering the financial requirements for the successful implementation of the Sector Development Plan, the following financing options will be pursued:

- a) Allocations from the National Budget
- b) Non-Tax Revenue: From Licenses and other NTR Sources
- c) Revolving Funds: (Export Development Fund and Innovation & Industrialization Fund)
- d) Grants and Loans: from Development partners and the Private Sector
- e) Public Private Partnerships

4.2.2 Roles and Responsibilities at Different Levels

Government resources will be committed to the implementation of the NDP II and therefore this SDP. Mobilization and disbursement of resources for implementation of the SDP will be

the responsibility of MoFPED, within the framework of existing relevant laws. The LGs will also be required to mobilize local resources and expend them as per the Local Government Act, 1997 and the Local Government Finance and Accounting Regulations.

The Local Government Finance Commission (LGFC), in consultation with MoTIC and MoFPED, will undertake review of the allocations formulae for disbursement of resources, taking into consideration service delivery needs, equity principle and balanced regional development. In addition, PPPs and other initiatives will be encouraged for mobilization of resources to complement funding of planned projects and programs.

4.2.3 Percentage Contribution of GoU and other Partners

The Government of Uganda will finance the larger proportion of the SDP with assistance from various Development Partners, and in collaboration with the Private Sector for some project undertakings.

4.2.4 Annualised Cost Implementation Matrix

The Sector has prepared a synchronised schedule of outputs for implementation of the strategic objectives across the medium term period of the TIC-SDP. A Cost Implementation Matrix is indicated here below.

Summary of Implementation and Financing Strategy Matrices (US\$ Billions)

	Strategic Objectives	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	Trade Development						
1	Increase the share of manufactured goods and services in total exports	1.320	3.160	3.180	1.790	1.590	11.040
2	Improve Private Sector competitiveness	2.143	4.690	4.760	4.500	4.490	20.583
3	Increase market access for Uganda's products and services in regional and international market	7.400	7.550	8.080	8.120	8.180	39.330
4	Improve the stock and quality of trade infrastructure	22.620	82.780	85.100	55.900	55.300	301.700
	Industrial Development						
5	Promote the development of value added industries in agriculture and minerals	90.750	104.625	111.000	109.725	114.300	530.400
6	Increase the productive capacities and capabilities required to produce goods and services	8.000	8.075	8.975	9.975	12.975	48.000
7	Enhance application of Standards and Quality Infrastructure	22.470	36.985	55.155	56.205	58.460	229.275
8	Promote and accelerate the use of research, innovation and applied technology	28.100	31.250	42.200	42.000	44.000	187.550
9	Promote green industry and climate smart industrial initiatives	10.500	14.500	17.200	19.500	19.700	81.400
	Cooperative Development						
10	Promote the formation and growth of cooperatives	10.491	13.096	12.056	11.346	11.746	58.735

11	Enhance the capacity of cooperatives to compete in domestic, regional and international markets	0.250	0.540	0.610	0.710	0.690	2.800
12	Increase the diversity in type and range of enterprises undertaken by cooperatives	0.190	0.470	0.490	0.490	0.490	2.130
	Sector Administration and Management						
13	Enhance Public Administration and Management of the Sector	4.247	4.278	4.298	4.326	4.272	21.421
14	Develop the Sector's Institutional Human Resource	6.240	6.680	5.440	5.390	5.330	29.080
15	Strengthen Sector Institutional Infrastructure	15.774	17.152	10.170	10.012	8.890	61.998
	Grand Total	230.495	335.831	368.714	339.989	350.413	1,625.442

IMPLEMENTATION AND FINANCING STRATEGY MATRICES

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	RESPONSIBILITY CENTRE
TRADE AND COOPERATIVES									
KRAs/AREAS OF FOCUS:									
The key focus areas of the sector include: Promoting the establishment of competitive and value added industries; Supporting technology innovation, transfer and development; Promoting conformity to standards and production of quality goods and Services; Improving the environment for doing business to enhance competitiveness; Supporting and facilitating the development of a sustainable member based cooperative movement; Promoting Trade in Services and Market Access; Improving the stock and quality of trade infrastructure; Establishing and strengthening the Sector information systems; Human Capital Development and Institutional Capacity Development.									
OUTPUT LEVEL									
1. Increase the share of manufactured goods and services in total exports.	1.1 Incentivize export of processed products.	1.1.1 An Incentives Programme developed in collaboration with the Business Community and other key stakeholders along the value chain targeting and focused on the promotion of processed exports.	Sensitization Meetings with Business Community; Media Campaigns and Promotions;	0.010	0.100	0.300	0.300	0.300	MoTIC; UEPB
	1.2 Review the National Export Development Strategy to re-focus national export development initiatives.	1.2.1 A revised National Export Development Strategy	Review and Drafting Meetings; Stakeholder Validation Meetings; Printing and Publication; Administrative Costs	0.100	0.070	0.000	0.000	0.000	MoTIC; UEPB; UDC; UIA; NPA
	1.3 Develop and implement a policy, regulatory and institutional framework to enhance Trade in Services	1.3.1 A National Policy on Services Trade developed and implemented.	Consultancy Services; Policy Benchmark Study; Policy Drafting Meetings; Stakeholder Consultative Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.080	0.070	0.150	0.200	0.100	MoTIC; MoGLSD; MoICT; MoTWA; MoH; MoWT; UCC; UTB; NPA
		1.3.2 A comprehensive trade and trade related regulatory and institutional framework reviewed and reformed	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.200	0.150	0.080	0.080	0.080	MoTIC
		1.3.3 A deliberate mechanism developed and implemented to take advantage of the WTO-LDC Services waiver.	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meetings; Printing and Publication;	0.090	0.100	0.500	0.400	0.300	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
2. Improve the Private Sector competitiveness	1.4 Establish an Export Development Centre for UEPB to build capacity of exporters and improve export products.	1.3.4 A functional National Services Sector Planning Framework	Administrative Costs						
			Consultancy Services; Strategy Benchmark Study; Strategy Drafting Meetings; Stakeholder Consultative Meetings; Stakeholder Validation Meetings; Printing and Publication; Administrative Costs	0.090	0.080	0.070	0.030	0.030	MoTIC
			1.3.5 A mechanism for collecting and sharing services trade data and statistics developed	0.100	0.090	0.080	0.080	0.080	MoTIC
		1.4.1 An Export Development Centre established	Capital Works and Development; Monitoring and Appraisal of Capital Works; Administrative Costs	0.500	2.000	1.500	0.200	0.200	MoTIC; UEPB
		1.4.2 Four Regional Branches strategically located across the country	Capital Works and Development; Monitoring and Appraisal of Capital Works; Administrative Costs	0.150	0.500	0.500	0.500	0.500	MoTIC; UEPB
	2.1 Promote the consumption of local goods and services	2.1.1 Deliberate actions taken to ensure that local products conform to national standards	Stakeholder Consultative Meetings; Professional Consultancy Services; Printing and Publication; Administrative Costs	0.200	0.230	0.250	0.250	0.250	MoTIC; UNBS
		2.1.2 Total Percentage Shelf space in supermarkets and other outlets increased for local products	Stakeholder Consultative Meetings; Monitoring and Supervision; Advertising and Publicity Costs; Administrative Costs	0.140	0.080	0.080	0.080	0.080	MoTIC; UMA; PSFU;
		2.1.3 Databank of reliable local manufacturers and service suppliers	Research Costs; Stakeholder Consultative Meetings; Travel Inland Costs; Printing and Publication; ICT Consultancy Services; Stakeholder Validation Meeting; Administrative Costs	0.100	0.050	0.030	0.030	0.030	MoTIC; UMA; PSFU; PPDA
		2.1.4 A unique national brand that identifies quality products developed and assigned	Stakeholder Consultative Meetings; Professional Consultancy Services; Stakeholder Validation Meeting; Advertising and Publicity Costs; Administrative Costs	0.080	0.080	0.080	0.050	0.050	MoTIC; UEPB; UNBS
		2.1.5 Key Government spending Agencies engaged to increase public procurement of local goods	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs; Monitoring and Supervision	0.100	0.100	0.100	0.100	0.100	MoTIC; OPM; MoFPED; PPDA; MoLG; LGFC

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	2.2 Develop and implement a national trade information system.	and services							
		2.2.1 An electronic Trade Management Information System developed and established	Stakeholder Consultative Meetings; ICT Consultancy Services; Stakeholder Validation Meeting; Training Costs; ICT Equipment and Services; Administrative Costs	0.000	0.100	0.100	0.080	0.070	MoTIC; UEPB; UNBS; URA; URSB
		2.2.2 Infrastructure for electronic Trade Management Information System set up at the Centre and Local Government Stations	ICT Consultancy Services; ICT Equipment and Services; Training Costs; Monitoring and Supervision; Administrative Costs	0.065	0.070	0.100	0.100	0.100	MoTIC; MoLG; MoICT
	2.3 Develop and implement a Comprehensive Capacity Development Strategy for Goods and Services Suppliers.	2.3.1 Human and Institutional Capacity Development Strategy developed and implemented	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.050	0.090	0.100	0.100	0.100	MoTIC
		2.3.2 Firm-level Goods and Capacity Strategy developed and implemented	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.050	0.090	0.150	0.150	0.150	MoTIC
		2.3.3 PPPs established for Services Sector Standards development	Stakeholder Consultative Meetings; Professional Consultancy Services; Administrative Costs	0.050	0.050	0.050	0.050	0.050	MoTIC; UNBS
		2.3.4 Services Business Associations and Services Coalition formed and operationalized	Stakeholder Consultative Meetings; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.080	0.050	0.020	0.030	0.030	MoTIC
		2.3.5 Accreditation and Certification ensured in the Services sub-sectors through development of Manuals for Assessment, Certification and Grading	Stakeholder Consultative Meetings; Technical Drafting Meetings; Professional Consultancy Services; Printing and Publication; Advertising and Publicity Costs; Administrative Costs	0.088	0.100	0.100	0.100	0.100	MoTIC
		2.3.6 Research and Program Innovation developed	Technical Drafting Meetings; Stakeholder Consultative Meetings; Administrative Costs	0.090	0.100	0.100	0.100	0.100	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	2.4 Establish and implement a National regulatory mechanism consistent with the WTO TBT and SPS Agreements.	2.3-7 Research and Innovation Services Fund created and operationalized.	Stakeholder Consultative Meeting; Technical and Legal Drafting Meetings; Administrative Costs	0.080	2.000	2.000	2.000	2.000	MoTIC; MoFPED
		2.4-1 Guidelines developed for implementation of WTO TBT and SPS Agreements	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Stakeholder Validation Meeting; Administrative Costs	0.030	0.080	0.050	0.000	0.000	MoTIC
		2.4-2 Focal points for WTO TBT and SPS Agreements established at District Commercial Offices, MAAIF, MoH and MoTIC	Stakeholder Consultative Meetings; Travel Inland Costs; Equipment Costs; Advertising and Publicity Costs; Administrative Costs	0.040	0.100	0.100	0.100	0.100	MoTIC; MoLG; MAAIF; MoH
		2.5-1 Establishment of Private Sector subsector Associations promoted	Stakeholder Consultative Meetings; Administrative Costs	0.080	0.080	0.080	0.020	0.020	MoTIC; PSFU; UEPB; UNBS; UMA
		2.5-2 Private Sector subsector Associations sensitized on various standards and regulations for voluntary compliance	Stakeholder Sensitization Meetings; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC; UNBS; PSFU; UMA
		2.5-3 Structures and mechanisms developed for self-regulation, co-regulation and SDoC	Stakeholder Consultative Meetings; Professional Consultancy Services; Administrative Costs	0.080	0.100	0.100	0.050	0.050	MoTIC; UNBS; PSFU; UMA
		2.4-1 Curriculum of the Management Training and Advisory Centre's revised to offer technical and entrepreneurial skills.	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meetings; Professional Consultancy Services; Printing and Publication; Administrative Costs	0.000	0.080	0.040	0.040	0.040	MoTIC; MTAC
		2.4-2 MTAC Regional Outreach Centres operationalised and strengthened with Equipment and Tools for extensive Service Delivery	Equipment and Tools; Stakeholder Sensitization Meetings; Training Costs; Administrative Costs	0.120	0.400	0.500	0.500	0.500	MoTIC; MTAC

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	2.5 Develop and implement policy, legal and institutional frameworks to support private sector competitiveness.	2.5.1 A Structured Export Financing Facility	Stakeholder Consultative Meetings; Professional Consultancy Services; Monitoring and Supervision; Administrative Costs	0.080	0.080	0.040	0.040	0.040	MoTIC; UEPPB; MoFPED; BOU; UDB
		2.5.2 A Regulatory Framework developed for Trade in Goods and Services	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meetings; Printing and Publication; Administrative Costs	0.040	0.080	0.090	0.030	0.030	MoTIC
		2.5.3 An Agri-Trade Forum established	Stakeholder Consultative Meetings; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC; MAAIF; UEPPB; UNBS; UWRSA; UCA; DDA; CDO
		2.5.4 Women, Youth and PWDs mobilized and sensitized on Trade opportunities to take easy advantage from negotiated Market Instruments	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meetings; Printing and Publication; Administrative Costs	0.300	0.300	0.300	0.300	0.300	MoTIC; MoGLSD
		3.1.1 Business Community and other Stakeholders continuously engaged to find out requirements for follow up negotiation in the stabilization or enhancement of Market Access for Ugandan goods and services	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.200	0.200	0.200	0.200	0.200	MoTIC; MoFA; MoEACA
3. Increase market access for Uganda's products and services in regional and international markets	3.1 Negotiate better market access for Ugandan goods and services.	3.1.2 Negotiations continued to increase market access for Ugandan Products among Partner States in Economic Blocs Uganda is a member of	Stakeholder Consultative Meetings; Travel Abroad Costs; Administrative Costs	0.400	0.400	0.400	0.400	0.400	MoTIC; MoFA; MoEACA
		3.1.3 Capacity of the National Trade Negotiations Team and associated national processes strengthened	Training Costs; Travel Abroad Costs; Administrative Costs	0.400	0.400	0.400	0.400	0.400	MoTIC; MoFA; UEPPB

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
		3-1.4 Access to high value markets in high income countries negotiated through diplomatic missions	Stakeholder Consultative Meetings; Travel Abroad Costs; Administrative Costs	1.000	1.000	1.000	1.000	1.000	MoTIC; UEPB
	3-2 Commercial Representation at Uganda's Missions and Embassies abroad	3-2.1 Commercial Attaches posted to key Missions abroad, and Consulars appointed in select Markets	Travel Abroad Costs; Training Costs; Administrative Costs	3.000	3.000	3.000	3.000	3.000	MoTIC; MoFA
	3-2 Enhance branding of products and services	3-2.1 More branded goods and services produced	Professional Consultancy Services; Travel Inland Costs; Monitoring and Supervision; Administrative Costs	1.000	1.000	1.000	1.000	1.000	MoTIC
	3-3 Promote effective positioning of Uganda's products and services in international markets	3-3.1 A market specialisation response strategy developed and implemented	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meetings; Professional Consultancy Services; Printing and Publication; Advertising and Publicity Costs; Administrative Costs	0.050	0.090	0.100	0.140	0.200	MoTIC
		3-3.2 Technical guidance provided to the Private Sector associations and business community on available trade opportunities offered by the regional and international markets	Stakeholder Sensitization Meetings; Professional Consultancy Services; Printing and Publication; Administrative Costs	0.050	0.160	0.180	0.180	0.180	MoTIC; UEPB
		3-3.3 Enhanced participation in Exhibition and Trade Fairs, Buyer-Seller Meetings and Trade Missions	Stakeholder Consultative Meetings; Advertising and Publicity Costs; Printing and Publication; Travel Abroad Costs; Administrative Costs	1.500	1.500	2.000	2.000	2.000	MoTIC; UEPB
	3-4								
		...							
	3-5 Eliminate Non-Tariff Barriers.								
	4. Improve the stock and quality of trade infrastructure.	4-1 Establish satellite border markets in the districts of Amuru, Kabale, Ntoroko, Tororo, Busia, Kitgum, Mpondwe, Goli, Bunagana	Capital Works and Development; Travel inland Costs; Monitoring and Supervision; Advertising and Publicity; Stakeholder Sensitization Meetings; Administrative Costs	12.000	12.000	12.000	2.000	2.000	MoTIC; MoWT; MoLG

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	and Manafwa.	and Manafwa.							
	4.1.2 Various Enterprise businesses in cross-border trade encouraged and promoted through border markets	4.1.2 Various Enterprise businesses in cross-border trade encouraged and promoted through border markets	Stakeholder Sensitization Meetings; Stakeholder Consultative Meetings; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.100	0.150	0.150	0.150	0.150	MoTIC
	4.2.1 Two 100,000MT silos constructed in ...	4.2.1 Two 100,000MT silos constructed in ...	Capital Works and Development; Travel inland Costs; Monitoring and Supervision; Advertising and Publicity; Stakeholder Sensitization Meetings; Administrative Costs	0.500	20.000	20.000	0.000	0.000	MoTIC; UDC; UWRSA
	4.2.2 Ten 20,000MT capacity warehouses established in ...	4.2.2 Ten 20,000MT capacity warehouses established in ...	Capital Works and Development; Travel inland Costs; Monitoring and Supervision; Advertising and Publicity; Stakeholder Sensitization Meetings; Administrative Costs	0.500	12.000	12.000	18.000	18.000	MoTIC; UDC; UWRSA
	4.2.3 Sixty 5000MT warehouses established in ...	4.2.3 Sixty 5000MT warehouses established in ...	Capital Works and Development; Travel inland Costs; Monitoring and Supervision; Advertising and Publicity; Stakeholder Sensitization Meetings; Administrative Costs	0.500	22.500	22.500	22.500	22.500	MoTIC; UDC; UWRSA
	4.3 Establish and operationalize Four Regional One-stop Enterprise Development Centres for Business and Incubation Services, Quality Assurance Services, Export Development Services and Trade Information in Wakiso, Gulu, Soroti and Mbarara.	4.3.1 Four Regional One-stop Enterprise Development Centres for Business and Incubation Services, Quality Assurance Services, Export Development Services and Trade Information established in Wakiso, Gulu, Soroti and Mbarara.	Capital Works and Development; Travel inland Costs; Monitoring and Supervision; Advertising and Publicity; Stakeholder Sensitization Meetings; Administrative Costs	0.500	7.000	7.000	7.000	7.000	MoTIC; UEPB; UNBS; MoLG; MTAC; UIA; UIRI
	4.4 Incentivise the private sector to invest in trade infrastructure development such as cold storage facilities, laboratories and community silos.	4.4.1 Cold storage facilities established through PPPs	Capital Works and Development; Private Sector Mobilization Meetings; Administrative Costs	1.200	1.800	1.800	1.200	0.600	MoTIC; UDC; UEPB; UIRI; UMA; UCA; PSFU; USSIA
		4.4.2 Testing laboratories established and equipped through PPPs at four border points	Capital Works and Development; Private Sector Mobilization Meetings; Administrative Costs	2.300	2.300	4.600	0.000	0.000	MoTIC; UNBS; UDC; PSFU; UEPB

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
4. Promote the formation and growth of cooperatives		4-4-3 Community warehouses and silos established through PPP in all strategic grain producing districts	Capital Works and Development; Private Sector Mobilization Meetings; Administrative Costs	5.000	5.000	5.000	5.000	5.000	MoTIC; UWRSA; UDC; PSFU; UNBS
		4-4-4 Incentives such as tax breaks, tax discounts, discounted interest rates given to Private Sector organisations that invest in trade infrastructure	Private Sector Consultative Meetings; Inter-Ministerial and Agency Consultative Meetings; Administrative Costs	0.020	0.030	0.050	0.050	0.050	MoTIC; MoFPED; MoGLSD; URA; UDC
		4-1.1 National Cooperative Development Strategy formulated and disseminated to key stakeholders for implementation	Consultancy Services; Strategy Benchmark Study; Strategy Drafting Meetings; Stakeholder Consultative Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.000	0.100	0.020	0.010	0.000	MoTIC; UCA
	4.1 Popularize, disseminate and implement the National Cooperative Development Policy implementation strategy to empower and guide cooperatives.	4-1.2 National Cooperatives Development Forum (NCDF) operationalised to spearhead and synergise development initiatives in the Cooperatives Movement	Stakeholder Consultative Meetings; Administrative Costs	0.025	0.100	0.100	0.100	0.100	MoTIC; UCA; MAAIF
		4-2.1 Cooperative Societies Act Cap 112 revised to improve supervision and align it to the current economic development trends.	Stakeholder Consultative Meetings; Legal Drafting Meetings; Printing and Publication; Administrative Costs	0.050	0.080	0.020	0.000	0.000	MoTIC; MoJCA
		4-2.2 Cooperatives Societies Regulations revised to ensure good governance and growth of cooperatives following the current economic development trends	Stakeholder Consultative Meetings; Legal Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.000	0.050	0.070	0.000	0.000	MoTIC; MoJCA
	4.2 Strengthen governance of the cooperative movement	4-2.3 A Training Manual developed for capacity building of Cooperative Societies' Leaders on Cooperative Principles and Best Practices	Technical Drafting Meetings; Stakeholder Consultative Meeting; Stakeholder Validation Meeting; Printing and Publication; Consultancy Services; Administrative Costs	0.000	0.070	0.030	0.000	0.000	MoTIC; UCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
		4.2.4 Training and Forums organised for Cooperative Society Leaders on Cooperative Principles, Enterprise Skills and International Best Practices in the Governance of Cooperatives	Stakeholder Consultative Meetings; Training Costs; Consultancy Services; Administrative Costs	0.100	0.500	0.500	0.500	0.500	MoTIC; UCA
		4.2.5 Guidelines developed for conducting External Audits in Cooperative Organisations	Technical Drafting Meetings; Stakeholder Consultative Meeting; Stakeholder Validation Meeting; Printing and Publication; Consultancy Services; Administrative Costs	0.000	0.070	0.030	0.000	0.000	MoTIC; UCA
		4.2.6 80 percent of the Cooperative Movement Audited	Travel Inland Costs; Professional Costs; Printing and Publication; ICT Equipment and Costs; Administrative Costs	0.300	0.400	0.500	0.600	0.700	MoTIC
	4.3 Strengthen the cooperative commodity marketing infrastructure	4.3.1 A Marketing Information System developed for the Cooperative Movement following the latest trends in e-Commerce	ICT Consultancy Services; Research Costs; Printing and Publication; ICT Equipment and Costs; Administrative Costs	0.070	0.080	0.040	0.030	0.030	MoTIC; UCA
		4.3.2 Mobile, Electronic and Social Support Network of Leaders and Coordinators from various Primary Cooperative Societies and Unions re-established, streamlined and strengthened	Networking Meetings and Conferences; ICT Consultancy Services; ICT Equipment and Costs; Administrative Costs	0.050	0.100	0.100	0.060	0.030	MoTIC; UCA
		4.3.3 One hundred fifty (150) existing Cooperative Stores refurbished and re-equipped to support Cooperatives to engage in commodity marketing	Capital Works and Development; Stakeholder Sensitization and Mobilization Meetings; Administrative Costs	4.500	4.500	4.500	4.500	4.500	MoTIC; UCA; MAAIF

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	4.4 Strengthen the Uganda Warehouse Receipt System Authority (UWRSA), and the Uganda National Commodity Exchange (UNCE)	4.4.1 Staff establishment structure of the UWRSA filled to regulate, manage and operate Warehouse Receipt System in the country	Recruitment Costs; Staff Remuneration and other Benefits;	0.336	0.576	0.576	0.576	0.576	UWRSA; MoTIC
		4.4.2 At least 45 warehouses inspected, certified and licensed to use the WRS (5 visits per Year)	Travel Inland Costs; Professional Consultancy Services; Printing and Publication; Administrative Costs	0.200	0.300	0.350	0.400	0.450	UWRSA
		4.4.3 Public regularly sensitized on the use of the WRS	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Travel Inland Costs; Administrative Costs	0.060	0.060	0.060	0.060	0.060	UWRSA
		4.4.4 Warehouse Handlers trained bi-annually on the Warehouse Receipt System	Travel Inland Costs; Training Costs; Consultancy Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	UWRSA
		4.4.5 At least 5 financial institutions using WRS for structured commodity financing	Stakeholder Interest Follow Up Meetings; Administrative Costs	0.030	0.030	0.030	0.030	0.030	UWRSA
		4.4.6 Eighteen (18) Product categories traded through the WRS as per the EAC Standards	Stakeholder Sensitization Meetings; Training Costs; Advertising and Publicity Costs; Travel Inland Costs; Administrative Costs	0.080	0.080	0.080	0.080	0.080	UWRSA
		4.4.7 Commodity and storage standards implemented and popularized in the warehouses in the country	Stakeholder Sensitization Meetings; Consultancy Services; Training Costs; Advertising and Publicity Costs; Printing and Publication; Travel Inland Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	UWRSA; UNBS
		4.4.8 Uganda National Commodity Exchange strengthened	Stakeholder Sensitization Meetings; Recruitment Costs; Advertising and Publicity Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	UNCE; MoTIC
		4.5.1 A Financial institution established to provide financial services to cooperatives	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Consultancy Services; Travel Inland Costs; Travel Abroad Costs; Printing and Publication; Advertising and Publicity Costs;	0.050	0.070	0.030	0.030	0.030	MoTIC; UCA
	4.5 Improve access to financial services for the co-operative institutions								

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	4.6 Supervise and audit cooperative societies regularly and vigorously.		Administrative Costs						
		4.5.2 Strategy developed on the utilization of SACCOs as a vehicle for innovative financing in the Cooperative Movement	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.070	0.080	0.100	0.070	0.050	MoTIC; UCA
		4.6.1 Cooperative Societies supervised regularly across the country (14,507 cooperatives)	Travel Inland Costs; Professional Consultancy Services; Printing and Publication; Administrative Costs	1.200	1.500	1.500	1.600	2.000	MoTIC
		4.6.2 A Computerised Cooperative Self-Declaration System established and promoted to ease reporting modalities and benefit from any support	Stakeholder Consultative Meetings; ICT Consultancy Services; Stakeholder Validation Meeting; Training Costs; ICT Equipment and Services; Administrative Costs	0.100	0.150	0.160	0.100	0.100	MoTIC; UCA
	4.7 Reviewing and implementing an appropriate cooperative curriculum to strengthen cooperative members' education and training.	4.7.1 A Cooperative Education Curriculum formulated in context of the current economic trends	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.070	0.080	0.050	0.040	0.040	MoTIC; UCA
		4.8.1 Kigumba Cooperatives College infrastructure upgraded	Travel Inland Costs; Capital Works and Development; Equipment Costs; Procurement Costs; Administrative Costs	2.000	2.500	1.500	1.000	1.000	MoTIC
		4.8.2 Kigumba Cooperative College Staff establishment structure revised and filled up to 100%	Stakeholder Consultative Meeting; Recruitment Costs; Travel Inland Costs; Professional Consultancy Services; Administrative Costs	0.100	0.400	0.700	0.700	0.700	MoTIC; MoPS; UCA
		4.8 Review and upgrade Kigumba Cooperative College as a Center of Academic Excellence in Cooperatives skills development.							

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	4-9 Establish an Agricultural Commodity Marketing Fund to promote collective marketing.	4-8.3 Kigumba Cooperative College offering a competitive educational curriculum in the Region	Stakeholder Consultative Meetings; Technical Drafting Meetings; Professional Consultancy Services; Printing and Publication; Advertising and Publicity Costs; Administrative Costs	0.100	0.060	0.060	0.060	0.070	MoTIC; MoES; KCC
		4-8.4 Kigumba Cooperative College hosting a number of Regional Fora on Cooperatives Movement development in the Region	Stakeholder Consultative Meetings; Lobbyist Meetings; Advertising and Publicity Costs; Administrative Costs	0.080	0.100	0.100	0.150	0.100	KCC;
		4-9.1 A fully functional Agriculture Commodity Marketing Fund established	Stakeholder Consultative Meetings; Technical Drafting Meetings; Capital Investment; Recruitment Costs; Monitoring and Supervision; Administrative Costs	0.000	0.050	0.060	0.060	0.060	MoTIC; MoFPED; UCA
		4-9.2 The Agricultural Commodity Marketing Fund promoted in the Cooperative Movement for collective marketing	Advertising and Publicity Costs; Stakeholder Sensitization Meetings; Administrative Costs	0.000	0.080	0.090	0.100	0.050	MoTIC; MoFPED; UCA
		4-10.1 An Online Management and Enterprise support Information System developed for the Cooperatives Movement to register, receive SDoC reports and inform the Societies of the latest developments	Stakeholder Consultative Meetings; Professional Consultancy Services; ICT Equipment and Services; Training Costs; Advertising and Publicity Costs; Administrative Costs	0.070	0.100	0.070	0.060	0.060	MoTIC; UCA; NITA
		4-10.2 Promotional equipment and materials secured for publicity, sensitization and mobilization of the Cooperative Movement	Sensitization Equipment and Tools; Sensitization Vans; Technical Drafting Committee; Printing and Publication; Advertising and Publicity Costs	0.500	0.500	0.300	0.100	0.100	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
5. Enhance the capacity of cooperatives to compete in domestic, regional and international markets.	5.1 Support producer cooperatives in enterprise selection through provision of advisory services to the different categories of farmer organizations.								
		4.10.3 A functional Social Media Platform developed to popularize, promote and communicate to the Cooperatives Movement	ICT Equipment and Services; Administrative Costs	0.050	0.030	0.030	0.030	0.030	MoTIC; UCA
		5.1.1 Agri-Business enterprise selection advisory services offered to various farmer organisations through regional workshops and seminars in collaboration with MAAIF, UEPB, UNBS and other key stakeholders	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Travel Inland Costs; Administrative Costs	0.000	0.070	0.100	0.170	0.170	MoTIC; MAAIF; UCA; UEPB; UNBS
	5.2 Support the re-establishment of the co-operative based inputs delivery system to avail quality inputs to the members.	5.1.2 Cooperatives trained in Standards compliance, Processing, Branding and Packaging to their Products for the requisite quality to penetrate the Export Markets in collaboration with UNBS and UEPB	Training Costs; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.050	0.080	0.120	0.150	0.150	MoTIC; UEPB; UNBS; UCA
		5.1.3 Cooperatives trained to improve their Negotiation Skills and Contract fulfilment for consistency of supply	Training Costs; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.050	0.080	0.120	0.150	0.150	MoTIC; UCA
		5.2.1 A self-regulated Cooperative-based input delivery system established in collaboration with the Cooperative Unions to avail quality inputs to the members	Stakeholder Consultative Meetings; Travel Inland Costs; Advertising and Publicity Costs; Administrative Costs	0.000	0.070	0.050	0.050	0.050	MoTIC; MAAIF; UCA
		5.2.2 At least 80% of the Producer and other cooperatives fully participating in the Cooperatives based inputs	Stakeholder Consultative Meetings; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.050	0.070	0.100	0.100	0.100	MoTIC; MAAIF; UCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
6. Increase the diversity in type and range of enterprises undertaken by cooperatives.		delivery system							
	5.3 Support and facilitate cooperative society members to acquire mechanization, irrigation equipment, farm level post-harvest handling technologies and other appropriate technologies.	5.3.1 An innovative loan-scheme developed and implemented through the Uganda Development Bank (UDB) to offer farmer cooperatives Agro-Processing Mechanisation Loans at very competitive rates	Stakeholder Consultative Meetings; Professional Consultancy Services; Administrative Costs	0.000	0.070	0.050	0.020	0.020	MoTIC; MoFPED; MAAIF; UDB; BOU
	5.4 Support research and development in cooperatives as well as providing extension services to members.	5.4.1 Innovative Practices adopted for socially-inclusive economic growth as a result of R&D in Cooperatives	Professional Consultancy Services; Procurement Costs; Administrative Costs	0.100	0.100	0.070	0.070	0.050	MoTIC; MAAIF; UCA
	6.1 Support and strengthen other forms of co-operatives including insurance, housing, health, tourism, energy, consumer and services cooperatives.	6.1.1 Standard Operating Procedures and Guiding Manuals developed for various forms of cooperatives including insurance, housing, health, tourism, energy, consumer and services cooperatives.	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meetings; Professional Consultancy Services; Printing and Publication; Advertising and Publicity Costs; Administrative Costs	0.050	0.070	0.090	0.090	0.090	MoTIC; UCA
		6.1.2 Promotional Campaigns organised for the various forms of Cooperatives that have already developed Standard Operating Procedures and Guiding Manuals	Stakeholder Consultative Meetings; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.120	0.120	0.120	0.120	0.120	MoTIC; UCA
		6.1.3 Trainings and Capacity development in the various forms of Cooperatives that already have developed Standard Operating Procedures and Guiding Manuals	Training Costs; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.020	0.080	0.120	0.120	0.120	MoTIC; UCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE	
				2015/16	2016/17	2017/18	2018/19	2019/20		
	6.2 Revitalize and strengthen dormant co-operatives by focusing on research, networking, study tours, mobilization and sensitization of the communities.	6.2.1 An inventory of dormant cooperatives in the country prepared for possible follow-up interventions	Travel Inland Costs; Research Costs; ICT Professional Services; Printing and Publication; Administrative Costs	0.000	0.100	0.070	0.060	0.060	MoTIC; UCA	
		6.2.2 A Study undertaken on the remedial assistance for the revitalisation of dormant cooperatives	Professional Consultancy Services; Procurement Costs; Administrative Costs	0.000	0.070	0.040	0.000	0.000		MoTIC; UCA
		6.2.3 A Remedial Action Plan developed and implemented for the revitalisation of dormant cooperatives	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Administrative Costs	0.000	0.030	0.050	0.100	0.100		
GRAND TOTAL				44.414	112.286	114.276	82.856	82.486		

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(s)
				2015/16	2016/17	2017/18	2018/19	2019/20	

INDUSTRIAL DEVELOPMENT

KRAS/AREAS OF FOCUS:

The key focus areas of the sector include: Promoting the establishment of competitive and value added industries; Supporting technology innovation, transfer and development; Promoting conformity to standards and production of quality goods and Services; Establishing and strengthening the Sector information systems

OUTCOME LEVEL

1. Promote the development of value added industries in agriculture and minerals.		1.1 Increased contribution of agro-processing industries to GDP							
		1.2 Increased contribution of mineral beneficiation to GDP							
		1.3 Increased Contribution of Manufacturing to GDP							
		1.4 Increased Foreign and Local Direct Investments in the respective sectors							
		Increased local investments							
		Increased volume and range of value added products							

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
2. Increase the productive capacities and capabilities required to produce goods and services		Downstream and upstream MSMEs encouraged and established							
		Increased production of locally manufactured goods							
		Increased contribution of manufactured goods to exports							
		Increased employment in the manufacturing sector							
		Increased labour productivity in industry							
		Increased survival of startup MSMEs							
		Local employment opportunities created							
		Increased income for local investors							
		3.1 Increase National Capacity in International Codes and Standards							
		3.2 Increased access of local products to regional and international markets							
3. Enhance application of Standards and Quality Infrastructure		3.3 Increased demand for quality products							
		3.4 Increased competitiveness of local products							
		4.1 Increased Research, Innovation and Technology Access							
		4.2 Increased expenditure on Research and Development							
4. Promote and accelerate the use of research, innovation and applied technology									

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	RESPONSIBILITY CENTRE(S)
5. Promote green industry and climate smart industrial initiatives		5.1 Increased manufacturing	Green						
		5.2 Reduction in carbon emissions	in carbon						
		5.3 Increased Use adoption of efficient production technologies and good manufacturing practices	of						
OUTPUT LEVEL									
1. Promote the development of value added industries in agriculture and minerals	1.1 Strengthen the legal, policy and institutional environment to support industrialization	1.1.1 An Industrial Development Act enacted	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.075	0.075	0.000	0.000	0.000	MoTIC;
		1.1.2 Industrial Development Regulations developed	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.000	0.025	0.100	0.000	0.000	MoTIC;
		1.1.3 A revised National Industrial Policy	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.000	0.000	0.000	0.100	0.075	MoTIC;
		1.1.4 An MSME Policy and Implementation Strategy developed	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.100	0.150	0.075	0.000	0.000	MoTIC;
		1.1.5 Specific Industrial Sub-sector Policies and Legislations developed for the Iron and Steel, Textile, Sugar, Packaged Water, Grain Tradeand Leather and Leather Products, among other	Professional Consultancy Services; Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.250	0.300	0.300	0.300	0.300	MoTIC;

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
		subsectors							
		1.1.6 An Industrial Consultative Committee established to enhance synergies within the Industrial Sector	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC;
		1.1.7 A Directorate of Micro, Small and Medium Enterprises established and operationalised	Recruitment Costs; Travel Inland Costs; Travel Abroad Costs; Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	5,000	5,000	5,000	5,000	5,000	MoTIC;
		1.1.8 MSMEs countrywide private sector Apex Association formed	Stakeholder Consultative Meetings; Travel Inland Costs; Printing and Publication; Administrative Costs	0.025	0.025	0.050	0.050	0.050	MoTIC; PSFU;
		1.1.9 A National Census of Industrial Establishments conducted and a National Industrial Map developed	Stakeholder Consultancy Meetings; Professional IICT Consultancy Services; Travel Inland Costs; Technical Drafting and Mapping Meetings; ICT Equipment and Services; Stakeholder Validation Meeting; Administrative Costs	0.050	0.250	2,500	0.500	0.300	MoTIC; UDC; UIRI; UWRSA; UMA; PSFU; USSIA; UBOS
		1.1.10 An Industrial Information System developed	Stakeholder Consultative Meetings; Professional Consultancy Services; Technical System Development Meetings; Stakeholder Validation Meeting; ICT Equipment and Services; Administrative Costs	0.050	0.150	0.075	0.075	0.075	MoTIC; MoICT; UDC; UIRI; UWRSA; UMA; UJA; PSFU;
		1.1.12 Industries in Uganda supervised, and on-site Technical Guidance conducted	Travel Inland Costs; Printing and Publication; Technical M&E Meetings; ICT Equipment and Services; Administrative Costs	0.500	0.500	0.500	0.500	0.500	MoTIC
	1.2 Revitalize UDC to establish model agro-processing and manufacturing industries	1.2.1 An Industrial Investment Strategy developed to guide the UDC investments	Stakeholder Consultative Meetings; Technical Drafting Meetings; Professional Consultancy Services; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.150	0.500	0.200	0.100	0.100	MoTIC; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
		1.2.3 Fifty Functional agro-processing and manufacturing facilities established by UDC	Stakeholder Sensitization Meetings; Capital Works and Development; Monitoring and Appraisal of Capital Works; Specialised Machinery and Equipment; Travel Inland Costs; Administrative Costs	10.000	15.000	17.000	15.000	15.000	MoTIC; UDC
		1.2.4 Ten major Public Private Partnership projects undertaken by UDC	Stakeholder Consultative Meetings; Capital Works and Development; Monitoring and Appraisal of Capital Works; Travel Inland Costs; Administrative Costs	2.500	2.500	2.500	2.500	2.500	UDC
		1.2.5 Uganda Development Corporation fully endorsed by Act of Parliament	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Printing and Publication; Administrative Costs	0.250	0.100	0.000	0.000	0.000	UDC
		1.2.6 Fifty Agro-processing and manufacturing facilities supported by UDC	Stakeholder Consultative Meetings; Travel Inland Costs; Professional Consultancy Services; Capital Investment; Specialised Machinery and Equipment; Administrative Costs	10.000	15.000	15.000	15.000	15.000	UDC
		1.3 Develop agro-processing zones within the existing 22 Industrial parks	1.3.1 Strategy, Regulations and Guidelines formulated for the development and management of the Industrial Parks in the country	0.150	0.250	0.100	0.000	0.000	MoTIC; UDC; UJA; MoWT; MEMD; MoLG
		1.3.2 Functional processing facilities established in the 22 earmarked Industrial parks (12 products)	Travel Inland Costs; Travel Abroad Costs; Stakeholder Sensitization Meetings; Capital Works and Development; Specialised Machinery and Equipment; Technical M&E Meetings; ICT Equipment and Services; Administrative Costs	25.000	25.000	25.000	25.000	25.000	MoTIC; UDC
	1.4 Facilitate the Development of locally manufactured goods through supporting MSMEs, especially MSMEs.	1.4.1 An Incentives Programme developed to support MSMEs to become more competitive and keep abreast with changes resulting from Regional	Stakeholder Consultative Meetings; Technical Drafting Meetings; Professional Consultancy Services; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.200	0.500	0.300	0.300	0.300	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
		Integration							
		1.4.3 Storeyed Common Industrial facilities centres with at least 2-5 acres established within the Industrial Parks located in each Industrial park for Micro Industries	Stakeholder Sensitization Meetings; Capital Works and Development; Monitoring and Appraisal of Capital Works; Specialised Machinery and Equipment; Travel Inland Costs; Administrative Costs	5,000	5,000	7,000	10,000	15,000	MoTIC
		1.4.4 Innovative Approaches and Strategies initiated and adopted to promote value addition and competitiveness through MSMEs, such as the Coverage of the One Village One Product (OVOP) Model	Stakeholder Consultative Meetings; Research Costs; Professional Consultancy Services; Travel Inland Costs; Training Costs; Specialised Machinery and Equipment; ICT Equipment and Services; Administrative Costs	5,000	5,000	5,000	5,000	5,000	MoTIC
		1.4.5 MSMEs exposed to the technologies and other competitive practices across the Region to learn from and improve their own products	Stakeholder Sensitization Meetings; Training Costs; Professional Consultancy Services; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	1,000	1,000	1,000	1,000	1,000	MoTIC
		1.4.6 Geographical Clusters developed for at least six specific Industrial Subsectors to increase production efficiency, market access and benefit from Regional Integration	Stakeholder Consultative Meetings; Travel Inland Costs; ICT Equipment and Services; Printing and Publication; Advertising and Publicity Costs; Stakeholder Sensitization Meetings; Administrative Costs	1,500	1,500	1,500	1,500	1,500	MoTIC
		1.4.8 At least 100 Model enterprises across the country engaged through the OVOP Model Programme training and equipment assistance to produce more effectively and efficiently and grow their business	Stakeholder Sensitization Meetings; Training Costs; Travel Inland Costs; Professional Consultancy Services; Specialized Machinery and Equipment; Monitoring and Evaluation; Administrative Costs	5,000	5,000	5,000	5,000	5,000	MoTIC; UIRI; MTAC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
	1.5 Build capacity in specific targeted skills needed for value addition	1.5.1 Business mentorship Programme designed and adopted for Micro Industries, with on-site support, inspection and guidance entrepreneur training done	Stakeholder Consultative Meetings; Technical Drafting Meetings; Professional Consultancy Services; Training Costs; Travel Inland Costs; Monitoring and Supervision; Administrative Costs	5,000	6,000	6,000	6,000	6,000	MoTIC; MTAC
		1.5.2 Technological training done	Stakeholder Sensitization Meetings; Training Costs; Professional Consultancy Services; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	2,500	2,500	2,500	2,500	2,500	MoTIC; UIRI
	1.6 Strengthen the existing network of vocational and technical training institutions to cater for the required skills	1.6.1 Quality of research, innovation and consultancy for Enterprises improved	Research costs; Professional Consultancy Services; Stakeholder Consultative Meetings; Publicity and Publication Costs; Administrative Costs	0.150	0.250	0.250	0.250	0.250	MoTIC; MTAC; UIRI
		1.6.2 Demonstration industries established in collaboration with UIRI and MTAC	Research Costs; Capital Works and Development; Specialised Machinery and Equipment; Training Costs; Administrative Costs	2,000	2,000	3,000	3,000	2,800	MoTIC; UIRI; MTAC
		1.6.3 Collaborative linkages for research, teaching and outreach enhanced	Stakeholder Consultative Meetings; Administrative Costs	0.150	1,000	1,000	1,000	1,000	MoTIC; UIRI
		1.6.4 Libraries and ICT lab refurbished	Capital Works and Development; ICT Equipment and Services; Administrative Costs	2,000	3,000	3,000	3,000	3,000	MTAC
	1.7 Support commercial processing of key minerals	1.7.1 Functional mineral processing facilities established	Capital Works and Development; Research Costs; Specialised Machinery and Equipment; Professional Consultancy Services; Administrative Costs	7,000	7,000	7,000	7,000	7,000	MoTIC; UDC
		1.7.2 Potential Mineral exploitation and value added industries/ companies facilitated in acquiring land and mineral rights for development	Stakeholder Consultative Meetings; Administrative Costs	0.200	0.200	0.200	0.200	0.200	MoTIC; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
2. Increase the productive capacities and capabilities required to produce goods and services	2.1 Develop and implement local content policy and strategy to increase local participation in industrial production	2.1.1 Local Content Policy and Strategy developed and implemented to increase local participation in industrial production	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.075	0.100	0.000	0.000	0.000	MoTIC
		2.1.2 Increased Percentage of Local Content in Industrial Production	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Printing and Publication; Travel Inland Costs; Sensitization Van and Equipment; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC
		2.1.3 Increased Local Content in management of Industries	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Printing and Publication; Travel Inland Costs; Sensitization Van and Equipment; Administrative Costs	0.075	0.075	0.075	0.075	0.075	MoTIC
		2.2.1 Business models and plans developed for at least 10 light manufacturing industries following the Cluster formation concept and established at regional level	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.150	0.200	0.200	0.200	0.200	MoTIC
	2.2 Attract labour intensive light manufacturing industries.	2.2.2 MSMEs especially from rural areas organised into clusters and sensitized on opportunities of producing apparel, footwear, toys and numerous light manufactures (regional sensitization workshops)	Stakeholder Sensitization Meetings; Training Costs; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	1.000	1.000	1.000	1.000	1.000	MoTIC
		2.2.3 MSMEs trained regionally in light manufactures processes and business models	Stakeholder Sensitization Meetings; Training Costs; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.300	0.300	0.300	0.300	0.300	MoTIC
		2.3.1 Higher productivity in the manufacturing industry.	Stakeholder Sensitization Meetings; Training Costs; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC
	2.3 Strengthen technology adaptation and acquisition including availability of advisory services to support local manufacturers.								

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(s)
				2015/16	2016/17	2017/18	2018/19	2019/20	
3- Enhance application of Standards and Quality Infrastructure	2.4 Fast track the development of industrial parks.	2.3.2 Improved adoption of efficient manufacturing systems	Stakeholder Sensitization Meetings; Training Costs; Advertising and Publicity Costs; Printing and Publication; Administrative Costs	1.000	1.000	2.000	3.000	3.000	MoTIC
		2.4.1 Fifteen Industrial parks developed	Capital Works and Development; Stakeholder Consultative Meetings; Specialised Machinery and Equipment; Professional Consultancy Services; Travel Inland Costs; Monitoring and Supervision; Administrative Costs	5.000	5.000	5.000	5.000	8.000	MoTIC
		2.4.2 Increased number of industries established in industrial parks	Stakeholder Sensitization Meetings; Capital Works and Development; Monitoring and Appraisal of Capital Works; Specialised Machinery and Equipment; Travel Inland Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC
		2.4.3 Employment created by industries within the parks	Stakeholder Consultative Meetings; Travel Inland Costs; Monitoring and Supervision; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC
	3.1 Rationalise, harmonize and strengthen the regulatory framework with regard to standards, metrology, accreditation and technical regulation	3.1.1 A National Technical Regulation framework developed and implemented	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Professional Consultancy Services; Stakeholder Validation Meetings; Printing and Publication; Travel Inland Costs; Administrative Costs	0.030	0.070	0.070	0.050	0.030	MoTIC; UNBS
		3.1.2 A Technical Regulation Office established in Prime Minister's Office	Stakeholder Consultative Meetings; Recruitment Costs; Transport and Logistical Equipment; ICT Equipment and Services; Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.160	0.450	0.350	0.350	0.350	MoTIC; UNBS; OPM
		3.1.3 Metrology legislation revised and implemented; Accreditation Act developed and implemented; UNBS Act revised and implemented;	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.050	0.140	0.130	0.000	0.000	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE(S)	
				2015/16	2016/17	2017/18	2018/19	2019/20		
		3-1.4 The SMCA institutional mandates streamlined and promotional activities separated from enforcement activities	Stakeholder Consultative Meetings; Recruitment Costs; Transport and Logistical Equipment; ICT Equipment and Services; Technical Drafting Meetings; Printing and Publication; Administrative Costs	10.000	15.000	30.000	30.000	30.000	MoTIC; UNBS	
		3-1.5 New National Standards developed, Regional Standards harmonized and International Standards adopted	Stakeholder Consultative Meetings; Technical Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	2.000	3.000	3.000	3.000	3.000	UNBS	
		3-2 Establish a framework to enhance coordination and collaboration among regulatory authorities and national quality infrastructure institutions	3-2.1 The National Quality Forum (NQF) established	0.100	0.120	0.100	0.100	0.100	MoTIC	
			3-2.2 UNBS designated and mandated as the Apex Standards Authority of Uganda	0.075	0.075	0.000	0.000	0.000		
	3-3 Develop and improve the National Quality Infrastructure	3-2.3 A Coordination Platform established for Standards	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Administrative Costs	0.025	0.05	0.05	0.05	0.05	UNBS	
		3-3.1 The National Accreditation System established to provide credible and international recognition of conformity assessment service in Uganda	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Training Costs; Travel Abroad Costs; Membership Subscription to International Organisations; Administrative Costs	0.200	0.100	0.100	0.100	0.100		
		3-3.2 Operational, technical and financial support provided for the National Accreditation Body	Recruitment Costs; Transport and Logistical Equipment Costs; ICT Equipment and Services; Administrative Costs	0.000	1.000	1.500	1.700	2.000	MoTIC; UGANAS	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
		3-3-3 Capacity of the National inspection, testing and certification systems strengthened to demonstrate conformance of goods and services to standards and technical regulations	Stakeholder Consultative Meetings; Training Costs; Travel Inland Costs; Monitoring and Supervision; Transport and Logistical Equipment; ICT Equipment and Services; Subscription to Regional and International Organisations; Administrative Costs	5,000	6,000	7,000	8,000	8,000	MoTIC; UNBS
		3-3-4 National Metrology Institute established and strengthened for Scientific and Industrial Metrology	Stakeholder Consultative Meetings; Professional Consultancy Services; Training Costs; Capital Works and Development; Specialised Machinery and Equipment; Monitoring and Appraisal of Capital Works; Printing and Publication; Administrative Costs	2,000	5,000	5,000	5,000	5,000	MoTIC
		3-3-5 International, Regional Liaison and recognition of the National Measurement System	Stakeholder Consultative Meetings; Travel Abroad Costs; Professional Consultancy Services; Subscriptions to Regional and International Organisations; Administrative Costs	0.100	1,000	1,000	1,000	2,000	UNMI
		3-3-6 National Calibration system strengthened to support business	Stakeholder Consultative Meetings; Training Costs; Professional Consultancy Services; Travel Inland Costs; Monitoring and Supervision; Administrative Costs	0.100	1,000	1,000	1,000	2,000	UNMI

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(s)
				2015/16	2016/17	2017/18	2018/19	2019/20	
3-4 Strengthen Human Resource capacity in the National Quality Infrastructure		3-4.1 Plans developed and implemented for the provision of continuous training on the role of standards and quality, including its integration in educational curricula at all levels; A Study undertaken to review the existing education curricular	Stakeholder Consultative Meetings; Technical Drafting Meetings; Research Costs; Professional Consultancy Services; Administrative Costs	0.000	0.150	0.200	0.200	0.175	MoTIC; UNBS; MoESS
		3-4.2 Level of expertise of key technical personnel in the Public and Private NQI institutions evaluated; the Gap between the current situation and optimised one determined, and a programme embarked upon to attract and retain the appropriate expertise	Professional Consultancy Services; Recruitment Costs; Administrative Costs	0.000	0.125	2.000	2.000	2.000	
		3-5.1 A Communication Strategy developed and implemented for awareness creation on SMCA and enhancing the general understanding of the benefits of producing (including purchasing, manufacture and supply) and consuming quality goods and services	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Printing and Publication; Travel Inland Costs; Sensitization Van and Equipment; Administrative Costs	1.250	1.250	1.250	1.250	1.250	
3-5 Enhance awareness and dialogue amongst all stakeholders regarding standards, metrology, accreditation and conformity assessment in order to improve compliance		3-5.2 Level of awareness raised in Government on the benefits of standards in all Government Policies, regulatory systems and public procurement	Stakeholder Sensitization Meetings; Administrative Costs	0.030	0.030	0.030	0.030	0.030	MoTIC; UNBS
		3-5.3 All approved National Standards, technical regulations and conformity assessment requirements disseminated widely as provided for in the EAC and	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Printing and Publication; Travel Inland Costs; Sensitization Van and Equipment; Administrative Costs	0.050	0.150	0.100	0.100	0.100	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(s)
				2015/16	2016/17	2017/18	2018/19	2019/20	
	3.6 Support the Private Sector, especially MSMEs to conform to set standards and to comply with technical regulations	WTO rules							
		3.6.1 The Private Sector facilitated/supported to conform to national standards and adopt relevant management systems in their operations in order to competitively produce and trade in quality goods and services	Stakeholder Sensitization Meetings; Professional Consultancy Services; Travel Inland Costs; Training Costs; Advertising and Publicity Costs; Administrative Costs	0.500	1.000	1.000	1.000	1.000	MoTIC; UNBS; PSFU; UMA
		3.6.2 Enterprises encouraged and supported to brand their goods and services in order to access international markets	Stakeholder Sensitization Meetings; Training Costs; Professional Consultancy Services; Administrative Costs	0.500	0.500	0.500	0.500	0.500	MoTIC; UEPB
		3.6.3 The Private Sector supported in the adoption of new and environmentally friendly technologies, acquisition of skills and work [practices] that facilitate quality improvement	Stakeholder Sensitization Meetings; Training Costs; Professional Consultancy Services; Administrative Costs	0.250	0.250	0.250	0.250	0.250	MoTIC; UCPC
		3.6.4 Alternative financial credit services and other initiatives accessible to the Private Sector designed to enable them undertake product and system upgrades to meet quality standards	Stakeholder Consultative Meetings; Professional Consultancy Services; Administrative Costs	0.025	0.500	0.500	0.500	0.500	MoTIC
		3.6.5 National umbrella professional associations strengthened, and where appropriate their formation promoted, to take an active role in the standardisation process	Stakeholder Consultative Meetings; Administrative Costs	0.025	0.025	0.025	0.025	0.025	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
4. Promote and accelerate the use of research, innovation and applied technology	4.1 Establish national and regional technology incubation centres for nurturing SMEs and start-up enterprises	4.1.1 Functional modal value addition and national and regional technology incubation centres established	Stakeholder Consultative Meetings; Capital Works and Development; Monitoring and Appraisal of Capital Works; Travel Inland Costs; Administrative Costs	7.000	7.000	7.000	7.000	7.000	MoTIC; UIRI
		4.1.2 Enhanced industrial and innovation activities support facilities/incubation centres	Stakeholder Consultative Meetings; Capital Investment; Travel Inland Costs; Administrative Costs	5.000	5.000	5.000	5.000	5.000	
	4.2 Establish and foster a National Innovation System for proper and adequate exploration and utilization of R&D outputs, and promote emerging technological needs	4.2.1 Increased research, innovation and applied technological projects conducted	Research Costs; Stakeholder Consultative Meetings; Printing and Publication; Travel Inland Costs; Administrative Costs	5.000	5.000	5.000	5.000	5.000	MoTIC; UIRI
		4.3.1 Increased innovative products and technologies ready for commercialization and acquired respectively	Research Costs; Specialised Machinery and Equipment; Stakeholder Consultative Meetings; Printing and Publication; Travel Inland Costs; Administrative Costs	1.000	1.000	1.000	1.000	1.000	
	4.3 Promote and support technological development, acquisition and technology transfer	4.4.1 Industrialisation Fund established	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Capital Investment; Administrative Costs	0.100	0.100	10.000	10.000	10.000	MoTIC; UIRI
		4.4.2 Private Sector involvement in innovation, research and development activities/ programs increased	Stakeholder Consultative Meetings; Research Costs; Professional Consultancy Services; Travel Inland Costs; Training Costs; Specialised Machinery and Equipment; ICT Equipment and Services; Administrative Costs	2.500	3.000	3.000	3.000	5.000	
	4.4 Support and incentivise the private sector to contribute to innovations, research and development	4.4.3 Regional Incubation Centres established	Capital Works and Development; Specialised Machinery and Equipment; Research Costs; Training Costs; Administrative Costs	5.000	7.000	8.000	8.000	8.000	UIRI

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
5. Promote green industry and climate smart industrial initiatives	4.5 Strengthen the legal framework associated with intellectual property rights.	4-4-4 Scientific Research for Product Development increased	Research Costs; Capital Works and Development; Specialised Machinery and Equipment; Training Costs;	2.000	2.000	2.000	2.000	2.000	UIRI
		4-4-5 Research and Technological Results promoted in the Business Community and Public at large	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Printing and Publication; Travel Inland Costs; Sensitization Van and Equipment; Administrative Costs	0.500	1.000	1.000	1.000	1.000	UIRI; MoTIC
		4-5.1 Developed and approved legal, policy and regulatory framework on intellectual property rights.	Stakeholder Consultative Meetings; Technical and Legal Drafting Meetings; Stakeholder Validation Meeting; Printing and Publication; Administrative Costs	0.000	0.075	0.100	0.000	0.000	MoTIC
		4-5.2 Increased awareness on registration of intellectual property rights (trade marks, patents, designs, brands, etc)	Stakeholder Sensitization Meetings; Printing and Publication; Professional Consultancy Services; Monitoring and Supervision; Administrative Costs	0.000	0.075	0.100	0.000	0.000	MoTIC
		5-1.1 Research studies conducted on efficient and zero waste technologies and practices	Research Costs; Stakeholder Consultative Meetings; Printing and Publication; Travel Inland Costs; Administrative Costs	1.000	3.000	3.000	5.000	5.000	MoTIC; UCPC
	5-1 Conduct research, popularize and encourage efficient and zero waste technologies and practices	5-1.2 Efficient and Zero waste technologies and practices promoted	Stakeholder Sensitization Meetings; Advertising and Publicity Costs; Printing and Publication; Travel Inland Costs; Sensitization Van and Equipment; Administrative Costs	0.500	0.500	0.700	0.700	0.700	MoTIC; UCPC
		5-2.1 Climate Innovation Centres established	Capital Works and Development; Specialised Machinery and Equipment; Research Costs; Training Costs; Administrative Costs	2.000	3.000	5.000	5.000	5.000	MoTIC
		5-3.1 Functional decentralised agro processing facilities established	Capital Works and Development; Specialised Machinery and Equipment; Research Costs; Training Costs; Administrative Costs	5.000	5.000	5.000	5.000	5.000	MoTIC; UCPC
	5-2 Establish and support climate innovation centres to support investment in industries producing and adopting green technologies								

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE(S)
				2015/16	2016/17	2017/18	2018/19	2019/20	
	such as biogas-digesters and solar driers	5.3.2 Efficient and low carbon energy technologies developed	Stakeholder Consultative Meetings; Research Costs; Professional Consultancy Services; Travel Inland Costs; Training Costs; Specialised Machinery and Equipment; ICT Equipment and Services; Administrative Costs	1.000	2.000	2.500	2.800	3.000	MoTIC; UCPC
	5.4 Build carbon trading capacity within the private sector to harness innovative funding opportunities provided by Clean Development Mechanisms (CDM) and voluntary carbon markets.	5.4.1 Increased funding options for industrial development	Stakeholder Consultative Meetings; Professional Consultancy Services; Stakeholder Sensitization Meetings; Printing and Publication; Administrative Costs	1.000	1.000	1.000	1.000	1.000	MoTIC
GRAND TOTAL				159.82	195.435	234.53	237.405	249.435	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
SECTOR ADMINISTRATION AND MANAGEMENT									
KRAS/AREAS OF FOCUS:									
The key focus areas of the sector include: Enhancing Public Administration and Management of the Sector; Establishing and strengthening the Sector information systems; Human Capital Development and Institutional Capacity Development.									
OUTCOME LEVEL									
1. Enhance Public Administration and Management of the Sector		1.1 Enhanced Coordination and Efficiency of Sector Programmes and Interventions							
		2.1 Enhanced Professionalism and Skillfulness in the Sector's Public Service							
2. Develop the Sector's Institutional Human Resource		2.2 Higher Level of Public Service Staff Retention in Sector							

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
3. Strengthen Sector Institutional Infrastructure		3.1 A Pleasant and Conducive Working Environment							
		3.2 More Efficient and Effective Service Delivery							
OUTPUT LEVEL									
1. Enhance Public Administration and the Management of the Sector	1.1 Ensure and strengthen proper Public Financial Management Systems	1.1.1 Effective and efficient Internal Audit and Risk Management Controls ensured within the Sector MDAs	Professional Consultancy Services; Stakeholder Consultative Meetings; Travel Inland Costs; Administrative Costs	0.800	0.800	0.800	0.800	0.800	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.1.2 Proper Books of Account and Financial Statements prepared within the Sector MDAs	Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.800	0.800	0.800	0.800	0.800	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.1.3 Clear and effective Asset Management Systems established at the Sector MDAs	Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.025	0.025	0.025	0.025	0.025	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.1.4 Accounting Officers, Sub-Vote Controllers and their Budget Officers, Auditors and Accounts Officers kept up to date on the use of the Integrated Financial Management System (IFMS)	Stakeholder Consultative Meetings; Training Costs; Administrative Costs	0.050	0.050	0.050	0.050	0.050	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.1.5 Sub-Vote Controllers and their Budget Officers kept up to date on the use of the Output Budgeting Tool (OBT) in Budget Preparation and Performance Reporting	Stakeholder Consultative Meetings; Training Costs; Administrative Costs	0.050	0.050	0.050	0.050	0.050	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.1.6 A Commitment Control System established at all the Sector MDAs to improve transparency and efficient expenditure of work plan resources	Stakeholder Consultative Meetings; Training Costs; Administrative Costs	0.030	0.030	0.030	0.030	0.030	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
1.2 Strengthen the institutional capacity of Ministry and Agencies to independently undertake their constitutional mandates effectively and efficiently	1.2 Strengthen the institutional capacity of Ministry and Agencies to independently undertake their constitutional mandates effectively and efficiently	1.2.1 Administrative and Ministry staff trained in good management practices, professional conduct and provide incentives for their use	Stakeholder Consultative Meetings; Training Costs; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIC; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.2.2 Empower Political Offices	Stakeholder Consultative Meetings; Travel Inland Costs; Advertising and Publicity Costs; Monitoring and Evaluation Costs; Security and Guard Services; Administrative Costs	0.500	0.500	0.500	0.500	0.500	MoTIC
		1.2.3 Collaboration and networking amongst Development Institutions improved	Stakeholder Consultative Meetings; Travel Abroad Costs; Travel Inland Costs; Administrative Costs	0.200	0.200	0.200	0.200	0.200	MoTIC; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.2.4 Sector MDAs empowered to effectively play its role in the national budget processes and oversee equitable and sustainable national development	Stakeholder Consultative Meetings; Travel Inland Costs; Printing and Publication; Administrative Costs	0.070	0.070	0.070	0.070	0.070	MoTIC; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.3.1 A Communication Strategy developed and implemented for the Sector MDAs	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIC; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
	1.3 Improve Communication and Public Relations within and outside the Sector	1.3.2 Sector Communications Committee facilitated	Stakeholder Consultative Meetings; Travel Inland Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIC; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.4.1 Procurement and Disposal Committees established and well facilitated to deliver mandate according to PPDA Act	Stakeholder Consultative Meetings; Travel Inland Costs; Administrative Costs	0.200	0.200	0.200	0.200	0.200	MoTIC; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.4.2 Clear Transport and Asset Internal Management Policies developed and disseminated for Transparency	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIC; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.4 Improve efficient and effective allocation and utilization of physical resources and logistics to support Sector Institutional operations							

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	1.5 Revitalise the Sector Working Group and its related Organs	1.4.3 A clear Arrears Settlement and Management Organisational Policy developed and implemented in transparency with Service Providers	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.1 Coordinate and harmonize SDP implementation to ensure that it is in line with the NDP goals and objectives	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.090	0.090	0.090	0.090	0.090	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.2 Ensure SDP investment programmes are aligned with sector priorities	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.3 Pursue solutions to structural, institutional and other constraints to effective SDP implementation at central, zonal, and local levels	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.040	0.040	0.040	0.040	0.040	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.4 Review mechanisms for enhancing stakeholder participation in implementing the SDP	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.5 Review the Sector BFP as a basis on which the Annual Budget for the Sector is compiled	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.6 Provide the main forum for the Sector-Wide Approach to planning and budgeting for the Sector	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.070	0.070	0.070	0.070	0.070	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.7 Identify, on the basis of sector expenditure and investment plans and the BFP, policy issues for consideration and action by the TPM	Stakeholder Consultative Meetings; Printing and Publication; Administrative Costs	0.060	0.060	0.060	0.060	0.060	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.5.8 Provide information for the Joint GoJ/Development Partner Reviews	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	1.6 Improve Policy implementation and M&E of Sector Programmes	1.5.9 Monitor budget implementation vis-a-vis the aims and objectives set out in the BFP	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Travel Inland Costs; Monitoring and Supervision Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.6.1 Periodic reports on performance made available	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Travel Inland Costs; Monitoring and Supervision Costs; Administrative Costs	0.120	0.120	0.120	0.120	0.120	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		1.6.2 Officers trained in monitoring and evaluation	Training Costs; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIC
		1.6.3 Updates on Policy Implementation produced on Recommendations of Previous Sector Review Conferences	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Travel Inland Costs; Monitoring and Supervision Costs; Administrative Costs	0.090	0.090	0.090	0.090	0.090	MoTIC
		1.7.1 Coordination and Management of the Sector Statistical System improved	Equipment and consumables; Office space; Stationery; Technical expertise/Consultancy; Hospitality costs; M&E tools; Travel costs; Furniture and fixtures; Communication costs; Meetings; Allowances; Advocacy plan	0.036	0.038	0.055	0.051	0.048	MoTIC
		1.7.2 Dissemination mechanisms strengthened and usability of statistics generated within the Sector enhanced	Telephone funds; Stationery; Software, staff allowances; Operational costs; Transport costs; Personnel; Consultancy services; Meeting and workshop; Procurement plan; Computer hardware for training e.g. Computers & accessories, LCD etc; Monitoring tools; Public address	0.040	0.042	0.034	0.036	0.038	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
			system						
		1.7.3 Quality assurance in Sector Statistics Production mainstreamed	Assorted Stationery; Printing costs; Meeting costs; Travel cost; Data collection tools (questionnaires); Allowances; Statistics data sets	0.029	0.027	0.033	0.041	0.036	MoTIC
		1.7.4 Human Capacity for collection, processing, analysis and dissemination of Statistics strengthened	Trainers; Training manuals; Travel costs; Equipment (ICT, transport); Software; Vehicles, venues	0.006	0.025	0.015	0.029	0.009	MoTIC
		1.7.5 Sector Statistics Production and Development strengthened	Survey instruments or tools; Data collection and management tools; Training Manuals and materials; Labour-Technical expertise; Transport costs; Furniture and fixtures; Data analysis tools; Equipment (ICT, Transport); Software; Telecommunications; Meeting venues and facilitations	0.021	0.031	0.046	0.054	0.027	MoTIC
2. Develop the Sector's Institutional Human Resource	2.1 Revise Staff Establishment structures of the Sector Institutions to enhance efficiency and	2.1.1 Staff Establishment structures for MoTIC reviewed to suite competence requirements	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.020	0.010	0.010	0.010	0.010	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	effectiveness in Service Delivery	2.1.2 Staff Establishment structures for UEPB reviewed to suite competence requirements	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.020	0.010	0.010	0.010	0.010	MoTiG; UEPB
		2.1.3 Staff Establishment structures for MTAC reviewed to suite competence requirements	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.020	0.010	0.010	0.010	0.010	MoTiG; MTAC
		2.1.4 Staff Establishment structures for UDC reviewed to suite competence requirements	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.020	0.010	0.010	0.010	0.010	MoTiG; UDC
		2.1.5 Staff Establishment structures for UNBS reviewed to suite competence requirements	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.020	0.010	0.010	0.010	0.010	MoTiG; UNBS
		2.1.6 Staff Establishment structures for UWRSA reviewed to suite competence requirements	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.020	0.010	0.010	0.010	0.010	MoTiG; UWRSA
	2.2 Increase staffing of Sector Institutions in line with their staff establishment structures	2.2.1 All vacant posts in the institutional structures filled in MoTiC	Recruitment Costs; Administrative Costs	0.250	0.400	0.150	0.150	0.150	MoTiC
		2.2.2 All vacant posts in the institutional structures filled in UDC	Recruitment Costs; Administrative Costs	0.200	0.200	0.150	0.150	0.150	UDC
		2.2.3 All vacant posts in the institutional structures filled in MTAC	Recruitment Costs; Administrative Costs	0.300	0.200	0.150	0.150	0.150	MTAC
		2.2.4 All vacant posts in the institutional structures filled in UEPB	Recruitment Costs; Administrative Costs	0.300	0.400	0.150	0.150	0.150	UEPB

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	2.3 Enhance skilling and knowledge of Institutional Staff to increase their capacity to deliver Services	2.2.5 All vacant posts in the institutional structures filled in UIRI	Recruitment Costs; Administrative Costs	0.150	0.400	0.150	0.150	0.150	UIRI
		2.2.6 All vacant posts in the institutional structures filled in UNBS	Recruitment Costs; Administrative Costs	0.400	0.400	0.150	0.150	0.150	UNBS
		2.2.7 All vacant posts in the institutional structures filled in UWRSA	Recruitment Costs; Administrative Costs	0.150	0.150	0.150	0.150	0.150	UWRSA
		2.3.1 Skills and knowledge of staff at MoTIC enhanced	Training Costs; Administrative Costs	0.400	0.400	0.400	0.400	0.400	MoTIC
		2.3.2 Human resource capacity at MTAC developed	Training Costs; Administrative Costs	0.500	0.500	0.500	0.500	0.500	MTAC
		2.3.3 Skills and knowledge of staff at UDC enhanced	Training Costs; Administrative Costs	0.200	0.200	0.200	0.200	0.200	UDC
		2.3.4 Skills and knowledge of staff at UIRI enhanced	Training Costs; Administrative Costs	0.500	0.500	0.500	0.500	0.500	UIRI
		2.3.5 Skills and knowledge of staff at UNBS enhanced	Training Costs; Administrative Costs	0.700	0.700	0.700	0.700	0.700	UNBS
		2.3.6 Skills and knowledge of staff at UEPB enhanced	Training Costs; Administrative Costs	0.500	0.500	0.500	0.500	0.500	UEPB
		2.3.7 Skills and knowledge of staff at UWRSA enhanced	Training Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	UWRSA
		2.3.8 Training needs and competencies identified	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.000	0.080	0.020	0.020	0.020	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	2.4 Strengthen Governance and Staff Performance Structures and systems in all Sector Institutions	2.3-9 A Comprehensive Staff Development Plan prepared and implemented	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.020	0.080	0.050	0.050	0.050	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.4-1 Sector Top Management Meetings and Retreats facilitated	Stakeholder Consultative Meetings; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.4-2 Sector End-of-Year Party and Awards organised	Stakeholder Consultative Meetings; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.4-3 Sector Institutional Boards facilitated and performance monitored	Stakeholder Consultative Meetings; Administrative Costs	0.200	0.200	0.200	0.200	0.200	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.5-1 Sector Institutional Staff sensitized on HIV/AIDS issues	Stakeholder Consultative Meetings; Training Costs; Administrative Costs	0.150	0.150	0.150	0.150	0.150	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.5-2 Medical Support and other Special Assistance offered to Sector Institutional Staff affected by HIV/AIDS	Medical Costs; Administrative Costs	0.150	0.150	0.150	0.150	0.150	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.5-3 Sector Institutional HIV/AIDS Policy developed and implemented	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.6-1 Sector Institutional Staff sensitized on developing dynamics on the treatment and mainstreaming of Gender Issues in Service Delivery	Stakeholder Consultative Meetings; Training Costs; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.6-2 Sector Institutional Gender Policies developed and implemented	Stakeholder Consultative Meetings; Technical Drafting Meetings; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	2.7 Strengthen Human Resource Management	2.7.1 Staff in various Sector Institutions availed with valid and secure Identifications	Printing and Publication; Administrative Costs;	0.030	0.030	0.030	0.030	0.030	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.7.2 Biometric Systems installed at Institutional Premises for Security of Staff and Records	Professional Consultancy Services; Training Costs; Stakeholder Sensitization Meetings; Administrative Costs	0.020	0.080	0.080	0.080	0.020	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.7.3 Client Charters prepared and reviewed for the Sector Institutions	Stakeholder Consultative Meetings; Technical Drafting Meetings; Printing and Publication; Administrative Costs	0.080	0.080	0.080	0.080	0.080	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.7.4 A Team Spirit harnessed among Human Resource in Sector Institutions	Stakeholder Consultative Meetings; Administrative Costs	0.100	0.100	0.100	0.100	0.100	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		2.7.5 Security Record Management digitalised for more efficiency and protection of records	Stakeholder Consultative Meetings; Professional ICT Consultancy Services; Recruitment Costs; Administrative Costs	0.300	0.200	0.150	0.100	0.100	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
3. Strengthen Sector Institutional Infrastructure	3.1 Establish and rehabilitate where necessary Sector Institutional Premises	3.1.1 Integrated Institutional Premises established for Sector MDAs as a one-stop center	Capital Works and Development; Professional Consultancy Services; Monitoring and Appraisal of Capital Works; Administrative Costs	0.500	1,500	1,500	1,500	1,500	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC
		3.1.2 Existing Institutional premises rehabilitated	Capital Works and Development; Professional Consultancy Services; Monitoring and Appraisal of Capital Works; Administrative Costs	0.500	0.500	0.500	0.700	0.500	MoTIG; UIRI; UNBS; MTAG; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
	3.2 Enhance ICT Infrastructure of Sector Institutions to support staff conduct their duties and/or deliver services	3-1.3 Institutional Premises furnished with the requisite Office Equipment and furnishings	Office Equipment and Furnishings; Administrative Costs	1.000	1.500	2.000	2.300	2.000	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
			Professional Consultancy Services; Stakeholder Consultative Meetings; Administrative Costs	0.030	0.030	0.030	0.030	0.030	MoTIC; UIRI; UNBS; MTAC; UDC; UEPB
		3-1.4 Disaster mitigation systems established at Institutional Premises	Recruitment Costs; Capital Works and Development; Administrative Costs	0.040	0.030	0.010	0.010	0.010	MoTIC
			Recruitment Costs; Capital Works and Development; Administrative Costs	0.040	0.030	0.010	0.010	0.010	MTAC
		3-2.1 Resource Centres established at MoTIC, MTAC, UEPB, UDC, UIRI, UNBS	Recruitment Costs; Capital Works and Development; Administrative Costs	0.040	0.030	0.010	0.010	0.010	UIRI
			Recruitment Costs; Capital Works and Development; Administrative Costs	0.040	0.030	0.010	0.010	0.010	UNBS
			Recruitment Costs; Capital Works and Development; Administrative Costs	0.040	0.030	0.010	0.010	0.010	UEPB
			Recruitment Costs; Capital Works and Development; Administrative Costs	0.040	0.030	0.010	0.010	0.010	UDC
			ICT Equipment and Services; Printing and Publication; Administrative Costs	0.070	0.040	0.040	0.040	0.040	MoTIC
			ICT Equipment and Services; Printing and Publication; Administrative Costs	0.080	0.060	0.060	0.040	0.030	MTAC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
			ICT Equipment and Services; Printing and Publication; Administrative Costs	0.100	0.050	0.040	0.040	0.040	UIRI
			ICT Equipment and Services; Printing and Publication; Administrative Costs	0.100	0.050	0.040	0.040	0.040	UNBS
			ICT Equipment and Services; Printing and Publication; Administrative Costs	0.080	0.030	0.020	0.020	0.020	UEPB
			ICT Equipment and Services; Printing and Publication; Administrative Costs	0.080	0.030	0.020	0.020	0.020	UDC
			ICT Equipment and Services; Printing and Publication; Administrative Costs	0.040	0.030	0.020	0.020	0.020	UWRSa
			ICT Equipment and Services; Administrative Costs	0.035	0.070	0.053	0.070	0.070	MoTIC
			ICT Equipment and Services; Administrative Costs	0.018	0.035	0.053	0.053	0.053	UDC
			ICT Equipment and Services; Administrative Costs	0.035	0.035	0.035	0.035	0.035	UIRI
			ICT Equipment and Services; Administrative Costs	0.053	0.053	0.053	0.053	0.053	UNBS
			ICT Equipment and Services; Administrative Costs	0.035	0.025	0.025	0.025	0.025	UEPB
			ICT Equipment and Services; Administrative Costs	0.035	0.035	0.035	0.035	0.035	MTAC
			ICT Equipment and Services; Administrative Costs	0.007	0.007	0.018	0.018	0.018	UWRSa
			ICT Equipment and Services; Administrative Costs	0.030	0.030	0.030	0.030	0.030	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET					RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
		maintained and repaired	ICT Equipment and Services; Administrative Costs	0.020	0.020	0.020	0.020	0.020	UDC
			ICT Equipment and Services; Administrative Costs	0.030	0.030	0.030	0.030	0.030	UIRI
			ICT Equipment and Services; Administrative Costs	0.030	0.030	0.030	0.030	0.030	UNBS
			ICT Equipment and Services; Administrative Costs	0.020	0.020	0.020	0.020	0.020	UEPB
			ICT Equipment and Services; Administrative Costs	0.030	0.030	0.030	0.030	0.030	MTAC
			ICT Equipment and Services; Administrative Costs	0.020	0.020	0.020	0.020	0.020	UWRSa
			ICT Equipment and Services; Administrative Costs	0.080	0.060	0.060	0.060	0.060	MoTIC
			ICT Equipment and Services; Administrative Costs	0.060	0.060	0.060	0.060	0.060	UDC
			ICT Equipment and Services; Administrative Costs	0.060	0.060	0.060	0.060	0.060	UIRI
			ICT Equipment and Services; Administrative Costs	0.100	0.080	0.080	0.080	0.080	UNBS
		3.2.5 Institutional Computer Networks and Equipment installed, serviced and maintained for better connectivity and coordination in Service Delivery	ICT Equipment and Services; Administrative Costs	0.060	0.060	0.060	0.060	0.060	UEPB

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
3-3 Enhance Locomotive Support to the Sector Institutions to enable them improve Service Delivery			ICT Equipment and Services; Administrative Costs	0.060	0.060	0.060	0.060	0.060	MTAC
			ICT Equipment and Services; Administrative Costs	0.030	0.030	0.030	0.030	0.030	UW RSA
	3-3.1 Vehicles procured to improve service delivery		Procurement of Transport Equipment; Administrative Costs	0.200	0.400	0.400	0.400	0.400	MoTIC
			Procurement of Transport Equipment; Administrative Costs	0.200	0.400	0.300	0.500	0.200	UDC
			Procurement of Transport Equipment; Administrative Costs	0.400	0.200	0.200	0.200	0.000	UIRI
			Procurement of Transport Equipment; Administrative Costs	2.000	1.000	0.500	0.400	0.300	UNBS
			Procurement of Transport Equipment; Administrative Costs	0.200	0.300	0.400	0.100	0.100	MTAC
			Procurement of Transport Equipment; Administrative Costs	0.100	0.100	0.100	0.100	0.000	UW RSA
			Procurement of Transport Equipment; Administrative Costs	0.300	0.300	0.200	0.100	0.100	UEPB
			Procurement of Transport Equipment; Administrative Costs	7.000	7.000	0.000	0.000	0.000	MoTIC; MoLG
	3-3.2 Motorcycles procured to improve service delivery		Procurement of Transport Equipment; Administrative Costs	0.020	0.020	0.020	0.020	0.020	MoTIC
			Procurement of Transport Equipment; Administrative Costs	0.020	0.020	0.020	0.020	0.020	UIRI
			Procurement of Transport Equipment; Administrative Costs	0.050	0.050	0.050	0.050	0.050	UNBS
			Procurement of Transport Equipment; Administrative Costs	0.010	0.010	0.010	0.010	0.010	MTAC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	ACTIVITIES / INPUTS	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	RESPONSIBILITY CENTRE
				2015/16	2016/17	2017/18	2018/19	2019/20	
			Procurement of Transport Equipment; Administrative Costs	0.010	0.010	0.000	0.000	0.000	UWRSa
			Procurement of Transport Equipment; Administrative Costs	0.020	0.020	0.020	0.020	0.020	UEPB
			Procurement of Transport Equipment; Administrative Costs	0.500	0.500	0.500	0.000	0.000	MoTIC; MoLG
		3.3.3 A maintenance and service schedule for locomotives produced and operational	Maintenance of Motorvehicles and Equipment; Administrative Costs	1.077	1.973	2.261	2.405	2.493	MoTIC; UIRI; UNBS; MTAC; UWRSa; UEPB; LGs
GRAND TOTAL				26.261	28.110	19.908	19.727	18.492	

Section 5

Monitoring and Evaluation Strategy

5.0 Description

This section contains the detailed Monitoring and Evaluation (M&E) strategy for the Sector Development Plan (SDP). It provides the Results and M&E Framework, the plan for data collection, analysis and storage; reporting flows and formats; the plan for communication of the SDP results and review; the capacity building plan as well as the M&E Plan and budget.

The strategy outlines the macro and sector level indicators which will be applied to measure implementation performance and results achievement over the Plan period. It will be the basis for generating information on key milestones; progress of policy and initiatives; implementation; assessment of immediate results (evaluation) and long term effects (impact assessment). All these constitute critical elements for the transformational initiatives in the SDP as well as facilitating evidence-based decision making processes.

5.1 M&E Strategy

5.1.1 Policy and Legal Framework

The M&E strategy is underpinned by the current macro-economic policy and legal framework which prioritizes efficiency and effectiveness in service delivery to achieve results as well as transparency and accountability in the use of available resources. These laws and policies include, among others, Public Finance Management Act (PFMA) 2015; Monitoring and Evaluation Policy 2013; Results Oriented Management (ROM); Output Based Budgeting (OBB); performance contracts for Permanent Secretaries/Accounting Officers and the adoption of Sector Budget Framework Papers (SBFPs) and Ministerial Policy Statements (MPSes) which oblige this Sector like all other Sectors to clearly articulate objectives, targets, outputs and outcomes.

This strategy is based on principles intended to institutionalize the use of M&E as a tool for better public sector management, transparency and accountability so as to support the overall strategic direction of the SDP and achievement of results. The underpinning principles include: i) simplicity, ii) flexibility iii) progressiveness (i.e. building on existing systems and processes), iv) harmonization; v) alignment; vi) enhanced ownership by MDAs, LGs, the Private Sector, CSOs and stakeholders.

5.1.2 Purpose

This M&E strategy is designed to coordinate and support MDAs, LGs and other stakeholders to regularly and systematically track progress of implementation of priority initiatives of SDP and assess performance of MDAs in accordance with the agreed objectives and performance indicators over the Medium Term. The strategy integrates lessons learnt from challenges faced by existing M&E arrangements in Government, the main ones being: i) fragmentation of M&E function manifested by multiple Government and Donor planning

and progress reporting formats; ii) lack of unified and integrated of M&E systems manifested by a multiplicity of M&E systems at sector and sub-sectoral level; iii) uncoordinated and un-harmonized policy formulation, work planning and budgeting functions at sector and at district levels; and, iv) proliferation of performance indicators; v) duplication of effort among MDAs; and, vi) poor sharing of results among key actors.

Consequently, this strategy will constitute a Sector-wide management tool for tracking progress and demonstrating results of the SDP over the medium term. It will underpin all processes of SDP implementation and accountability for results by the Sector MDAs and Local Governments. To this end, the strategy will facilitate the generation of information required on all aspects of implementation including achievement of results to support management for results (i.e. evidence-based decision making), compliance with Government policies (accountability), and constructive engagement with stakeholders (policy dialogue).

5.1.3 Objectives of the M&E Strategy

The specific objectives of the M&E strategy are to:

- i) Constitute a robust, sector-wide management tool for tracking progress and demonstrating results of the SDP over the medium term;
- ii) Coordinate and facilitate the MDAs, LGs and other stakeholders to regularly and systematically track progress of the implementation of priority initiatives of the SDP; Assess performance in accordance with the agreed objectives and performance indicators to support management for results (i.e. evidence-based decision making), compliance with Government policies (accountability) and constructive engagement with stakeholders (policy dialogue);
- iii) Provide an “*Early Warning system*” for potentially problematic areas or processes of SDP implementation that may need urgent corrective action;
- iv) Institutionalize and harmonise the use of M&E information in policy formulation, planning and budgeting in the Public Sector;
- v) Provide sustained technical backstopping and training for M&E;
- vi) Establish appropriate infrastructure for an effective Sector M&E system; and,
- vii) Facilitate continuous learning by MDAs, LGs and other actors during the implementation of SDP.

5.1.4 Scope

Operationally, the scope of this strategy will cover all aspects of the SDP, including: i) implementation (i.e. inputs, activities and outputs); ii) results (i.e. outcomes); iii) relevance of programmes and activities; iv) efficiency (i.e. optimal use of resources); v) effectiveness; and vi) assessment of the impact of SDP results and their sustainability.

5.1.5 Outputs and Uses

The main output of this M&E strategy is quality up-to-date and timely information pertaining to the performance of NDP programme activities, use of resources and achievement of planned targets/outputs.

Specifically, the key outputs of the M&E strategy will be:

- i) Basic statistical data on activities, resources, outputs and beneficiaries
- ii) Regular updates on key performance indicators
- iii) Performance reports (baseline survey reports, periodic progress reports, annual performance reports, financial audit reports, etc)
- iv) A functional government-wide unified integrated, harmonized and well-coordinated M&E system with effective and timely feedback to stakeholders
- v) Sector infrastructure for M&E

These M&E Outputs will be used to support the following:

- i) Timely reporting on progress of implementation of SDP;
- ii) Objective decision making for performance improvement;
- iii) Policy development and advocacy;
- iv) Timely meeting of reporting obligations to Government, Parliament and Development Partners;
- v) Accountability to Government, Development Partners and Citizens;
- vi) Institutional memory on SDP implementation; and
- vii) Policy dialogue with stakeholders.

5.2 Roles and Responsibilities of Stakeholders at different levels

A well-coordinated Sector-wide M&E system for effective tracking, evaluation and feedback on SDP implementation and results will be established. This implies that MDAs, LGs, CSOs and other stakeholders will be involved directly or indirectly in the M&E activities. Consequently, a participatory approach that entails the involvement of all key actors and primary stakeholders will be adopted. This will enable all key actors to fully internalize and own the system as well as use the results to inform their actions.

5.2.1 Institutional Framework

The operationalization of the M&E strategy will involve institutions at various levels of the Sector as outlined below.

- a) Sector Level: This level includes all MDAs, Development Partners, (i.e. Donors, international development agencies), Private Sector, and NGOs. It will constitute a Sector Working Group (SWG) comprising of the responsible Ministers, PSes, EDs, and Private Sector, Civil Society and Donor Representatives. The SWG will be serviced by the lead Ministry's Policy and Planning Unit as its Secretariat, in collaboration with OPM, MoFPED and NPA.

- b) **Local Government level:** This level includes Districts, Sub-counties, City Council, Division Councils, Municipal Councils, Municipal Division Councils, Town Councils, Private Sector, and District based NGOs.
- c) **Community level:** This level includes the LCIII Councils (sub-county level), parishes, village councils, private sector, NGOs and CBOs.
- d) **Households:** This level includes individual citizens who are the primary beneficiaries of the SDP investment activities.

5.2.2 Roles and Responsibilities

In order to avoid over-laps, role conflicts, and uncertainty in the monitoring and evaluation function during the implementation of the SDP, roles and responsibilities of key actors are specified below.

- a) **Office of the Prime Minister (OPM):** In accordance with its mandate as Head of Government business, the Office of the Prime Minister is responsible for monitoring Government performance and half-annual reporting to Cabinet on Government's performance. This Sector shall report to OPM on a quarterly basis on progress against key actions and outputs towards outcomes stated in this SDP.
- b) **NPA:** It will be responsible for establishing the results framework for the NDP II, and for ensuring that relevant institutions of Sector (and relevant non-state actors) develop results indicators that are consistent with the NDP II. NPA will also be responsible for producing an overall Annual National Development Report, a part of which shall capture progress and issues pertaining to the strategic components of this Sector Development Plan.
- c) **MoFPED:** It will be responsible for resource mobilization, formulation of the Sector's budgets, and disbursement of SDP budgetary resources, financial accountability, and budget monitoring and reporting.
- d) **MoPS:** It will be responsible for provision of human resources required to operationalise the strategy. This will include recruitment of M&E specialists, as well as statisticians where they are lacking. It will also entail review and capacitating existing M&E sections/units across the public sector to ensure sufficient capacity for formative implementation monitoring and assessment of results by OPM, MDAs and LGs.
- e) **Sector MDAs:** Sector MDAs will be centres for performance monitoring as well as reporting on progress against SBFPs and MPSSs, including against the targets and actions set out in the Sector Development Plan. They will also be the direct consumers of the outputs and outcomes of this M&E strategy. The focus of the MDAs' M&E activities will be on service delivery, compliance with National standards, outputs and outcomes.
- f) **Development Partners:** The Development Partners (i.e. Donors, International Development Agencies, NGOs/CSOs, among others) will support the M&E strategy by

providing financial and technical assistance; for the operationalization and maintenance of the M&E strategy; participation in the refinement of indicators, tools and processes; and participation in the implementation of M&E activities, integration of development partners' monitoring frameworks into Government systems, capacity building for M&E, and use of M&E products.

- g) **Private Sector:** The role of the Private Sector in the implementation of this M&E strategy will mainly involve their contribution in the development of and adherence to the necessary codes and standards.
- h) **UBOS:** The role of UBOS will be to work with the Sector Statistical Committee to provide core statistics that are critical for the monitoring and evaluation of SDP actions and results. These statistics will be generated through regular national surveys and censuses and other programmed Sector specific surveys and studies.
- i) **Local Governments:** LGs will be responsible for monitoring frontline service delivery and accountability for results. They will also be responsible for reporting on progress of implementation and achievement of planned outputs. This involves reporting on the process of implementation focusing on implementation bottlenecks/constraints.
- j) **Community Level Actors:** These comprise Local Councils III (sub-counties), community based NGOs, Administrative units at parish level, and village councils. Their role is to provide information on; i) delivery of various services, ii) transparency and accountability of resources accorded; and iii) challenges and gaps experienced in delivery of various services. They will also validate outcomes of implementation of the SDP in their respective areas.
- k) **Households Actors:** These comprise individual citizens and constitute the primary beneficiaries of the SDP strategies and initiatives. The role of the citizens within the M&E strategy is to provide information on SDP implementation and delivery of target outputs as well as validate results thereof. In addition, the citizens are expected to use the M&E results to demand for better service delivery and accountability.

5.3 Annualized M&E Results Matrix

The Annualized M&E Results Matrix shall serve as a tool for management of overall M&E activities at all levels of SDP implementation within the Sector. It is the tracking path for achievement of the Sector's strategic objectives among the MDAs and LGs. In particular, the matrix guides the Sector on information gathering, responsibility centres and reporting mechanism. The matrix will also guide the oversight functions of the TIC-SWG Secretariat by ensuring focused progress reporting. This Matrix is attached to this Sector Development Plan at the end of this section.

5.4 Sector Performance Monitoring

The Sector M&E strategy proposes the following for data collection, analysis, storage, progress reporting, reviews and communication of the Sector's Performance Monitoring Results.

5.4.1 Progress Reporting, Reviews and Communication of Results

Progress Reporting is a shared responsibility of NPA, OPM, MFPED, MDAs and LGs, coordinated by the responsible lead Sector MDA - MoTIC, for consolidation of the Sector Progress Reports.

5.4.1.1 Performance Reports

The Sector shall produce various performance reports such as:

- a) **Physical Performance Reports:** These reports will be prepared by the Sector Working Group on a quarterly basis for submission to OPM on key expenditures, actions, outputs and progress towards outcomes (where outcome data becomes available). This report will be quality assured by the Sector's Top Management Committee, and the Technical Implementation Coordination Committee (TICC) of OPM, and the performance information presented, discussed and decisions taken up to the Cabinet level.
- b) **Budget Performance Reports:** These reports will be prepared by all the Sector MDAs and Local Governments on a quarterly basis to MoFPED against approved work plans. These will result in the preparation and production of half-annual Budget Performance Reports by MoFPED. These reports are presented jointly with the OPM's Government Performance Report to ensure complete coverage of financial and physical performance issues.
- c) **Annual Sector Performance Reports:** The Sector will produce an Annual Sector Performance Report, outlining its performance, the challenges and the proposed mitigation measures. These reports will be based on guidelines emphasizing the need to assess the logical relationships in the Sector Development Plan, and not focusing solely on activities, outputs or a simple aggregation of MDA reports. The guidelines will be developed following this strategy, and will seek to ensure that quality criteria are met and that the data can be compared within the Sector and with other Sectors. The report will be produced by August/September of the following Financial Year, and will be a key input to the Annual Joint TIC Sector Review that should also take place in the same month.

5.4.1.2 Annual Joint TIC Sector Reviews

As guided by the new Budget Cycle set by the Public Finance Management Act (PFMA) 2015, Annual Joint Sector Reviews will be held for the Sector in August/ September of each year. The reviews will be based on the findings of the Annual Sector Performance Report. In order to promote horizontal accountability, the participation of representatives from Private Sector, Development Partners, CSOs and Citizenry will be emphasized.

5.4.1.3 Sector Working Group Forums

Following the Sector Wide Approach, regular Sector Working Group meetings will be conducted to assess the SDP progress. While the Annual Joint TIC Sector Reviews will focus on the sector specific issues, the Sector Working Group meetings will seek to address cross-cutting and underlying performance challenges, which are raised both from the Sector Reviews and the Sector Performance Reports (budget and overall performance).

5.4.2 M&E Plan

The M&E key actors will undertake and coordinate SDP monitoring, with clear reporting and feedback accountabilities between them and the Sector MDAs, LGs and Development Partners, including plans to strengthen the respective M&E capacities. Estimates of the human, financial and material resource requirements for SDP implementation have also been provided. The Sector Working Group will be responsible for tracking and coordinating the implementation of the M&E plan and promoting joint monitoring and evaluation of the SDP. The Sector Working Groups will undertake the following:

- i) Meet regularly with partners to track progress of achievement of intended SDP results;
- ii) Conduct joint field monitoring to measure achievements and constraints that impede the realization of the SDP targets;
- iii) Identify and document lessons learnt; and
- iv) Identify capacity development needs, particularly in areas of data collection, analysis, monitoring and reporting.

5.4.3 M&E Budget

The M&E Budget for this Sector Development Plan is included in the Costed Implementation Matrix under the “Sector Administration and Management” section.

MONITORING AND EVALUATION MATRICES

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE	
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
TRADE AND COOPERATIVES											
KRAS/AREAS OF FOCUS:											
The key focus areas of the sector include: Promoting the establishment of competitive and value added industries; Supporting technology innovation, transfer and development; Promoting conformity to standards and production of quality goods and Services; Improving the environment for doing business to enhance competitiveness; Supporting and facilitating the development of a sustainable member based cooperative movement; Promoting Trade in Services and Market Access; Improving the stock and quality of trade infrastructure; Establishing and strengthening the Sector information systems; Human Capital Development and Institutional Capacity Development.											
OUTPUT LEVEL											
1. Increase the share of manufactured goods and services in total exports.	1.1 Incentivize export of processed products.	1.1.1 An Incentives Programme developed in collaboration with the Community and other key stakeholders along the value chain targeting and focused on the promotion of processed exports.	1.1.1.1 Presence of an Incentives Programme for the Promotion of Processed Exports	No	No	Yes	Yes	Yes	Yes	MoTIC; UEPB; MoFPED; UIA; UIRI; MEMD	
				N/A	N/A	10%	40%	70%	90%		
	1.2 Review the National Export Development Strategy to re-focus national export development initiatives.	1.2.1 A revised National Export Development Strategy	1.2.1.1 National Export Development Strategy reviewed	No	No	Yes	Yes	Yes	Yes	MoTIC; UEPB; UDC; UIA; NPA	
1.3 Develop and implement a policy, regulatory and institutional framework to enhance Trade in Services	1.3.1 A National Policy on Services Trade developed and implemented.	1.3.1.1 Presence of a National Trade-in-Services Policy	No	No	Yes	Yes	Yes	Yes	MoTIC; MoGLSD; MoICT; MoTWA; MoH; MoWT; UCC; UTB; NPA		
			No	No	Yes	Yes	Yes	Yes		Yes	
		1.3.2 A comprehensive trade and trade related regulatory and	1.3.2.1 Number of updated regulations related to Trade in Services	0	5	10	10	10	10	MoTIC	

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		institutional framework reviewed and reformed	1.3.2.2 Number of Institutions reformed to contribute more to Trade in Services	0	0	5	6	7	8	
			1.3.3.1 Number of local firms exporting their Services	N/A	5	8	20	25	25	
		1.3.3 A deliberate mechanism developed and implemented to take advantage of the WTO-LDC Services waiver.	1.3.3.2 Number of new markets supplied with Services	N/A	2	4	5	7	8	
			1.3.3.3 Number of Services categories supplied in export markets	N/A	2	3	5	8	10	
			1.3.4.1 Presence of a Services Master Plan	No	No	Yes	Yes	Yes	Yes	
		1.3.5 A mechanism for collecting and sharing services trade data and statistics developed	1.3.5.1 Presence of a specialised and dedicated Services Trade Data bank	No	No	Yes	Yes	Yes	Yes	
			1.3.5.2 Presence of a comprehensive template for the collection of Services Trade data	No	No	Yes	Yes	Yes	Yes	
			1.4.1.1 An Export Development Centre established for UEPB	No	No	Yes	Yes	Yes	Yes	
		1.4.2 Four Regional Branches strategically located across the country	1.4.2.1 Number of Regional Export Development Centres established at strategic locations of the country	0	0	0	0	2	4	
		2.1.1 Deliberate actions taken to ensure that local products conform to national standards	2.1.1.1 Number of local products conforming to national standards	N/A	10	13	23	40	100	
2. Improve the Private Sector competitiveness	2.1 Promote the consumption of local goods and services	2.1.2 Total Percentage Shelf space in supermarkets and other outlets increased for local products	2.1.2.1 Percentage of supermarket shelf-space accommodating local products	N/A	10	30	40	50	70	MOTIG; UMA; PSFU;

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		2.1.3 Databank of local manufacturers and service suppliers	2.1.3.1 Databank in place	No	No	Yes	Yes	Yes	Yes	MOTIG; UMA; PSFU; PPDA
		2.1.4 A unique national brand that identifies quality products developed and assigned	2.1.4.1 A unique national product developed	No	No	Yes	Yes	Yes	Yes	MOTIG; UEPB; UNBS
		2.1.5 Key Government spending Agencies engaged to increase public procurement of local goods and services	2.1.5.1 Value of local goods and services procured publically through PPDA	N/A	0	0	0	0	0	MOTIG; OPM; MoFPED; PPDA; MoLG; LGFC
			2.1.5.2 Volume of local goods procured publically through PPDA	N/A	0	0	0	0	0	
		2.2.1 An electronic Trade Management Information System developed and established	2.2.1.1 Trade electronic MIS established at the Centre and in all the Local Governments	No	No	Yes	Yes	Yes	Yes	MOTIG; UEPB; UNBS; URA; URSB
	2.2 Develop and implement a national trade information system.	2.2.2 Infrastructure for electronic Trade Management Information System set up at the Centre and Local Government Stations	2.2.2.1 Number of Central and Local Government Stations facilitated with Infrastructure to support electronic Trade Management Information System	0	10	10	50	50	50	MOTIG; MoLG; MoICT
		2.3.1 Human and Institutional Capacity Development Strategy developed and implemented	2.3.1.1 Existence of a Capacity development strategy	No	No	Yes	Yes	Yes	Yes	MOTIC
		2.3.2 Firm-level Goods and Service Capacity Enhancement Strategy developed and implemented	2.3.1.2 Value of services exports	N/A	10	20	40	60	80	
			2.3.2.1 Existence of a Firm-level Goods and Service Capacity Enhancement Strategy	No	No	Yes	Yes	Yes	Yes	MOTIC
		2.3.3 PPPs established for Services Sector Standards development	2.3.3.1 Number of MoUs signed	0	2	5	5	6	7	MOTIG; UNBS
			2.3.3.2 Number of Services sub-sector Standards developed	N/A	5	10	15	16	17	

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		2.3.4 Services Business Associations and Services Coalition formed and operationalized	2.3.4.1 Number of Services Business Associations formed	8	10	15	17	18	18	MoTIC
			2.3.4.2 Presence of an operational Services Coalition	No	Yes	Yes	Yes	Yes	Yes	
			2.3.5 Accreditation and Certification ensured in the Services sub-sectors through development of Manuals for Assessment, Certification and Grading	No	No	Yes	Yes	Yes	Yes	
			2.3.6 Research and Innovation Program developed	N/A	2	5	10	10	10	
		2.3.7 Research and Innovation Services Fund created and operationalized.	2.3.7.1 Level of Service Innovation	N/A	10	20	25	30	35	MoTIC; MoFPED
			2.3.7.2 Number of Research Awards in Service Sectors	N/A	1	3	4	5	6	
			2.3.7.3 Number of Innovation Awards in Service Sectors	N/A	1	5	8	10	15	
			2.4.1.1 Existence of Guidelines for implementation of WTO TBT and SPS Agreements	No	No	Yes	Yes	Yes	Yes	
	2.4 Establish and implement a National regulatory mechanism consistent with the WTO TBT and SPS Agreements.	2.4.2 Focal points for WTO TBT and SPS Agreements established at District Commercial Offices, MAAIF, MoH and MoTIC	2.4.2.1 Number of Focal Points appointed for TBT and SPS Agreements at LGs, MAAIF, MoH and MoTIC	0	0	6	100	120	120	MoTIC; MoLG; MAAIF; MoH
		2.5.1 Establishment of Private Sector Associations promoted	2.5.1.1 Number of Private Sector associations formed	2	4	4	4	4	4	
	2.5 Broaden regulatory regimes to include emerging approaches such as self-regulation, co-		2.5.1.2 Level of compliance to standards and regulations by businesses	10%	20%	40%	60%	70%	80%	MoTIC; PSFU; UEPB; UNBS; UMA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	regulation and Self Declaration of Conformity (SDoC) to encourage voluntary compliance to standards and regulations by business		2.5.1.3 Number of laws and reforms established	0	1	1	1	1	1	
		2.5.2 Private Sector Associations sensitized on various standards and regulations for voluntary compliance	2.5.2.1 Number of Private Sector Associations sensitized on various standards and regulations	0	5	10	30	30	30	MOTIG; UNBS; PSFU; UMA
		2.5.3 Structures and mechanisms developed for self-regulation, co-regulation and SDoC	2.5.3.1 Existence of Structures and mechanisms for self-regulation, co-regulation and SDoC	No	No	Yes	Yes	Yes	Yes	MOTIG; UNBS; PSFU; UMA
	2.4 Support the private sector in technical and entrepreneurial skills development.	2.4.1 Curriculum of the Management Training and Advisory Centre's revised to offer technical and entrepreneurial skills.	2.4.1.1 Number of MoUs signed with Business Development Centres	0	5	5	5	5	5	MOTIG; MTAC
			2.4.1.2 Number of Private Sector beneficiaries handled by Business Development Centres	0	200	300	400	400	500	
	2.5 Develop and implement policy, legal and institutional frameworks to support private sector competitiveness.	2.4.2 MTAC Regional Outreach Centres operationalised and strengthened with Equipment and Tools for extensive Service Delivery	2.4.2.1 Number of MTAC Regional Outreach Centres strengthened and operational	0	2	2	2	1	1	MOTIG; MTAC
		2.5.1 A Structured Export Financing Facility	2.5.1.1 Existence of a functional Structured Export Financing Facility	No	No	Yes	Yes	Yes	Yes	MOTIG; UEPB; MoFPED; BOU; UDB
		2.5.2 A Regulatory Framework developed for Trade in Goods and Services	2.5.2.1 Existence of enforceable Regulatory Framework for Trade in Goods and Services	No	No	Yes	Yes	Yes	Yes	MOTIC
		2.5.3 An Agri-Trade Forum established	2.5.3.1 Existence of an operational Agri-Trade Forum	No	Yes	Yes	Yes	Yes	Yes	MOTIG; MAAIF; UEPB; UNBS; UWRSA; UCA; DDA; CDO

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
3. Increase market access for Uganda's products and services in regional and international markets	3.1 Negotiate better market access for Ugandan goods and services.	2.5.4 Women, Youth and PWDs mobilized and sensitized on Trade opportunities to take easy advantage from negotiated Market Instruments	2.5.4.1 Number of Women, Youth and PWDs mobilized and sensitized on Trade opportunities to take easy advantage of	0	2000	2000	2000	2000	2000	MOTIG, MoGLSD
		3.1.1 Business Community and other Stakeholders continuously engaged to find out requirements for follow up negotiation in the stabilization or enhancement of Market Access for Ugandan goods and services	3.1.1.1 Number of Minimal Engagements with Business Community and Key Stakeholders	2	4	4	4	4	4	MOTIG, MoFA; MoEACA
		3.1.2 Negotiations continued to increase market access for Ugandan Products among Partner States in Economic Blocs Uganda is a member of	3.1.2.1 Number of Negotiations facilitated for market access for Ugandan goods and services	1	4	4	4	4	4	MOTIG, MoFA; MoEACA
		3.1.3 Capacity of the National Trade Negotiations Team and associated national processes strengthened	3.1.3.1 Number of Training Sessions organised for NTNT	3	5	6	6	6	6	MOTIG, MoFA; UEPB
		3.1.4 Access to high value markets in high income countries negotiated through diplomatic missions.	3.1.4.1 Number of High Value Markets targeted	3	5	5	5	5	5	MOTIG, UEPB
		3.2.1 Commercial Attaches posted to key Missions abroad, and Consuls appointed in select Markets	3.2.1.1 Number of Markets with Commercial Representation	2	6	8	8	8	8	MOTIG, MoFA
	3.2 Commercial Representation at Uganda's Missions and Embassies abroad									

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
4. Improve the stock and quality of trade infrastructure.	3-2 Enhance branding of products and services	3-2.1 More branded goods and services produced	3-2.1.1 Number of branded goods and services	300	450	500	600	750	1000	MoTIC
	3-3 Promote effective positioning of Uganda's products and services in international markets	3-3.1 A market specialisation response strategy developed and implemented	3-3.1.1 Presence of a Market Specialisation Response Strategy	No	No	Yes	Yes	Yes	Yes	MoTIC
			3-3.1.2 Number of markets of established through the implementation of the Response Strategy	0	0	10	15	20	30	
		3-3.2 Technical guidance provided to the Private Sector associations and business community on available trade opportunities offered by the regional and international markets	3-3.2.1 Number of Private Sector Associations sensitized on Regional and International Market opportunities	5	30	30	30	30	30	MoTIC; UEPB
			3-3.3.1 Number of training activities	0	20	20	20	20	20	MoTIC; UEPB
	3-4	Enhanced participation in Exhibition and Trade Fairs, Buyer-Seller Meetings and Trade Missions	3-3.3.2 National negotiations strategy							
			3-4.1.1 Size of output sold in the total exports							
	3-5 Eliminate Non-Tariff Barriers.	...								
	4.1 Establish satellite border markets in the districts of Amuru, Kabale, Ntoroko, Tororo, Busia, Kitgum, Mpondwe, Bunagana and Goli, Bunagana and Manafwa.	4.1.1 Satellite border markets established in the districts of Amuru, Kabale, Ntoroko, Tororo, Busia, Kitgum, Mpondwe, Bunagana and Manafwa.	4.1.1.1 Number of border markets established	0	2	2	2	0	0	MoTIC; MoWT; MoLG
			4.1.1.2 Stage of completion of border markets	0	0	0	0	0	0	

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	Manafwa.	4.1.2 Various Enterprise businesses in cross-border encouraged and promoted through border markets	4.1.2.1 Number of enterprises engaged in cross-border trade	50	100	140	150	150	160	MoTIC
	4.2 Establish two 100,000MT silos, ten 20,000 MT capacity silos and sixty 5000MT warehouse in strategic locations across the country.	4.2.1 Two 100,000MT silos constructed in ...	4.2.1.1 Number of 100,000MT silos constructed	0	0	1	1	0	0	MoTIC; UDC; UWRSA
		4.2.2 Ten 20,000MT capacity warehouses established in ...	4.2.2.1 Number of 20,000MT warehouses established	0	0	2	2	3	3	MoTIC; UDC; UWRSA
		4.2.3 Sixty 5000MT warehouses established in ...	4.2.3.1 Number of 5,000MT warehouses established	0	0	15	15	15	15	MoTIC; UDC; UWRSA
	4.3 Establish and operationalize Four Regional One-stop Enterprise Development Centres for Business and Incubation Services, Quality Assurance Services, Export Development Services and Trade Information in Wakiso, Gulu, Soroti and Mbarara.	4.3.1 Four Regional One-stop Enterprise Development Centres for Business and Incubation Services, Quality Assurance Services, Export Development Services and Trade Information established in Wakiso, Gulu, Soroti and Mbarara.	4.3.1.1 Land acquired for one-stop access of Regional Facilities	No	No	Yes	Yes	Yes	Yes	MoTIC; UEPB; UNBS; MoLG; MTAC; UIA; UIRI
			4.3.1.2 Number of Regional Enterprise Development Centres established	0	0	0	1	2	1	
	4.4 Incentivise the private sector to invest in trade infrastructure development such as cold storage facilities, laboratories and	4.4.1 Cold storage facilities established through PPPs	4.4.1.1 Number of Cold storage facilities established	2	4	6	6	4	2	MoTIC; UDC; UEPB; UIRI; UMA; UCA; PSFU; USSIA
		4.4.2 Testing laboratories established and equipped through PPPs at four border points	4.4.2.1 Number of Testing laboratories established	2	1	1	2	0	0	MoTIC; UNBS; UDC; PSFU; UEPB

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
4. Promote the formation and growth of cooperatives	community silos.	4-4-3 Community warehouses and silos established through PPP in all strategic grain producing districts	4-4-3-1 Number of community warehouses/silos established through PPP	0	10	10	10	10	10	MoTiG; UWRSA; UDC; PSFU; UNBS
			4-4-3-2 Number of communities benefiting	0	10	10	10	10	10	
		4-4-4 Incentives such as tax breaks, tax discounts, discounted interest rates given to Private Sector organisations that invest in trade infrastructure	4-4-4-1 Number of Private Sector organisations benefiting from Government Incentives for trade infrastructure investment	0	2	2	3	4	4	MoTiG; MoFFED; MoGLSD; URA; UDC
			4-4-4-2 Number of Government Institutions offering trade infrastructure development incentives to the Private Sector	0	1	3	3	4	5	
	4-1 Popularize, disseminate and implement the National Cooperative Development Policy implementation strategy to empower and guide cooperatives.	4-1.1 National Cooperative Development Strategy formulated and disseminated to key stakeholders for implementation	4-1.1.1 Presence of a National Cooperative Development Strategy	No	No	Yes	Yes	Yes	Yes	MoTiG; UCA
			4-1.1.2 Number of Development Partners/Key Stakeholders engaged on the Cooperatives Development Strategy	0	0	10	15	15	20	
		4-1.2 National Cooperatives Development Forum (NCDF) operationalised to spearhead and synergise development initiatives in the Cooperatives Movement	4-1.2.1 Number of Cooperatives participating in the NCDF	0	50	200	200	200	200	MoTiG; UCA; MAAIF
	4-2 Strengthen governance of the cooperative movement	4-2.1 Cooperative Societies Act 112 revised to improve supervision and align it to the current economic development trends.	4-2.1.1 An Amended Cooperative Societies Act	No	Yes	Yes	Yes	Yes	Yes	MoTiG; MoJCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		4.2.2 Cooperatives Regulations revised to ensure good governance and growth of cooperatives following the current economic development trends	4.2.2.1 Cooperatives Societies Regulations revised	No	No	Yes	Yes	Yes	Yes	MoTIC; MoJCA
		4.2.3 A Training Manual developed for capacity building of Cooperative Societies' Leaders on Cooperative Principles and Best Practices	4.2.3.1 Existence of a Training Manual for capacity development of Cooperatives Societies Leaders	No	No	Yes	Yes	Yes	Yes	MoTIC; UCA
		4.2.4 Training and Sensitization Forums for organised Cooperative Society Leaders on Cooperative Principles, Enterprise Skills and International Best Practices in the Governance of Cooperatives	4.2.4.1 Number of Regional Training and Sensitization Forums organised for Cooperative Society Leaders	4	4	20	20	20	20	MoTIC; UCA
		4.2.5 Guidelines developed for conducting External Audits in Cooperative Organisations	4.2.5.1 Existence of Guidelines for conducting External Audits of Cooperative Societies	No	No	Yes	Yes	Yes	Yes	MoTIC; UCA
		4.2.6 80 percent of the Cooperative Movement Audited	4.2.6.1 Percentage of Cooperative Societies audited regularly	0.05	0.05	0.2	0.4	0.6	0.8	MoTIC
		4.3.1 A Marketing Information System developed for the Cooperative Movement following the latest trends in e-Commerce	4.3.1.1 Existence of a Marketing Information System for the Cooperatives Movement	No	No	Yes	Yes	Yes	Yes	MoTIC; UCA
	4.3 Strengthen the cooperative commodity marketing infrastructure									

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	4-4 Strengthen the Uganda Warehouse Receipt System Authority (UWRSA), and the Uganda National Commodity Exchange (UNCE)	4-3.2 Mobile, Electronic and Social Support Network of Leaders and Coordinators from various Primary Cooperative Societies and Unions re-established, streamlined and strengthened	4-3.2.1 Existence of a Mobile, Electronic and Social Support Network connecting Leaders and Coordinators from various Primary Cooperative Societies and Unions re-established, streamlined and strengthened	No	No	Yes	Yes	Yes	Yes	MoTiG; UCA
		4-3.3 One hundred fifty (150) existing Cooperative Stores refurbished and re-equipped to support Cooperatives to engage in commodity marketing	4-3.2.1 Number of Cooperative Stores refurbished annually	8	30	30	30	30	30	MoTiG; UCA; MAAIF
		4-4.1 Staff establishment structure of the UWRSA filled to regulate, manage and operate Warehouse Receipt System in the country	4-4.1.1 Number of staff recruited under the WRS	2	7	12	12	12	12	UWRSA; MoTiG
		4-4.2 At least 45 warehouses inspected, certified and licensed to use the WRS (5 visits per Year)	4-4.2.1 Number of warehouses licensed on the WRS (Cumulative)	8	20	30	35	40	45	UWRSA
		4-4.3 Public regularly sensitized on the use of the WRS	4-4.3.1 Number of sensitization campaigns on WRS	4	6	6	6	6	6	UWRSA
		4-4.4 Warehouse Handlers trained bi-annually on the Warehouse Receipt System	4-4.4.1 Value of Receipts traded through the WRS (UShs)	10.5bn	10.5bn (*5%)	10.5bn (*5%)	10.5bn (*5%)	10.5bn (*5%)	10.5bn (*5%)	UWRSA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		4-4-5 At least 5 financial institutions using WRS for structured commodity financing	4-4-5.1 Number of Banks and Financial Institutions taking WRS Receipts (Cumulative)	2	3	3	4	5	5	UWRS
		4-4-6 Eighteen (18) Product categories traded through the WRS as per the EAC Standards	4-4-6.1 Number of product categories traded through the WRS (Cumulative)	6	9	11	13	16	18	UWRS
		4-4-7 Commodity and storage standards implemented and popularized in the warehouses in the country	4-4-7.1 Number of publicity campaigns undertaken on the commodity and storage standards	2	4	4	4	4	4	UWRS; UNBS
		4-4-8 Uganda National Commodity Exchange strengthened	4-4-8.1 Presence of a Uganda National Commodity Exchange	No	Yes	Yes	Yes	Yes	Yes	UNCE; MoTIC
		4-5.1 A Financial institution established to provide financial services to cooperatives	4-4-8.2 Percentage Level of Operation for the UNCE	0	0.3	0.4	0.5	0.8	1	
		4-5.2 Strategy developed on the utilization of SACCOs as a vehicle for innovative financing in the Cooperative Movement	4-5.1.1 Cooperative Bank established	No	No	No	Yes	Yes	Yes	MoTIG; UCA
		4-6.1 Cooperative Societies supervised regularly across the country (14,507 cooperatives)	4-5.2.1 Existence of a Strategy for utilization of SACCOs for innovative financing	No	No	Yes	Yes	Yes	Yes	MoTIG; UCA
		4-6.2 A Computerised Cooperative Self-Declaration System established and promoted to ease reporting modalities	4-6.1.1 Percentage of Cooperative Societies supervised	0.1	0.3	0.5	0.7	0.8	1	MoTIC
	4-6 Supervise and audit cooperative societies regularly and vigorously.		4-6.2.1 Presence of a fully-functional computerised online Self-Declaration System built for Cooperatives to ease reporting modalities	No	No	Yes	Yes	Yes	Yes	MoTIG; UCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		and benefit from any support	4.6.2.2 Number of cooperatives filing Annual Returns to the Cooperatives Registrar	500	500	1000	2000	5000	8000	
			4.6.2.3 Number of promotional campaigns among Cooperatives to use the Self-Declaration System	0	0	10	15	15	20	
			4.7.1.1 Existence of a Cooperative Education Curriculum	No	No	Yes	Yes	Yes	Yes	
	4.7 Reviewing and implementing an appropriate cooperative curriculum to strengthen cooperative members' education and training. 4.8 Review and upgrade Kigumba Cooperative College as a Center of Academic Excellence in Cooperatives skills development.	4.7.1 A Cooperative Education Curriculum formulated in context of the current economic trends								MoTIG; UCA
		4.8.1 Kigumba Cooperatives College infrastructure upgraded	4.8.1.1 Number of College facilities upgraded	0	0	1	2	4	6	
		4.8.2 Kigumba Cooperative College Staff establishment structure revised and filled up to 100%	4.8.2.1 Presence of Staff Structure Revised in collaboration with MoPS, UCA and key Stakeholders	No	No	Yes	Yes	Yes	No	MoTIG; MoPS; UCA
			4.8.2.2 Percentage level of staffing according to Staff Establishment	0.5	0.5	0.6	0.7	0.8	0.9	
			4.8.3.1 Percentage increase in the foreign students studying at the College	0.1	0.1	0.2	0.25	0.3	0.4	
	4.8.3 Kigumba Cooperative College offering a competitive educational curriculum in the Region		4.8.3.2 Percentage increase in the number of Cooperative members signing up for courses at the College	0	0	0.05	0.15	0.25	0.4	MoTIG; MoES; KCC

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	4-9 Establish an Agricultural Commodity Marketing Fund to promote collective marketing.	4-8.4 Kigumba Cooperative College hosting a number of Regional Fora on Cooperatives Movement development in the Region	4-8.4.1 Number of Regional Cooperative Educational and other events hosted at the Cooperative College	0	0	1	2	4	4	KCC;
		4-9.1 A fully functional Agriculture Commodity Marketing Fund established	4-9.1.1 Presence of an Agricultural Commodity Marketing Fund	No	No	Yes	Yes	Yes	Yes	MoTIG; MoFPED; UCA
		4-9.2 The Agricultural Commodity Marketing Fund promoted in the Cooperative Movement for collective marketing	4-9.2.1 Percentage level of operation of the Agricultural Commodity Marketing Fund	0	0	0.3	0.5	0.7	0.9	MoTIG; MoFPED; UCA
			4-9.2.2 Number of promotional campaigns held for the Agricultural Commodity Marketing Fund	0	0	10	10	10	10	
			4-9.2.3 Number of Cooperatives using the Agricultural Commodity Marketing Fund for collective marketing	0	0	30	100	250	400	
	4-10 Establish and strengthen the Cooperatives Information systems	4-10.1 An Online Management and Enterprise support Information System developed for the Cooperatives	4-10.1.1 Existence of an Online Management and Enterprise Support Information System for Cooperatives	No	No	Yes	Yes	Yes	Yes	MoTIG; UCA; NITA
		Movement to register, receive SDoC reports and inform the Societies of the latest developments	4-10.1.2 Number of stakeholders trained in use of the Online Portal for Cooperatives	0	0	500	1000	1500	2000	
		4-10.2 Promotional equipment and materials secured for publicity, sensitization	4-10.2.1 Sets of Publicity and Sensitization Equipment secured for the Cooperatives Movement	0	0	2	2	2	2	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
5. Enhance the capacity of cooperatives to compete in domestic, regional and international markets.	5.1 Support producer cooperatives in enterprise selection through provision of advisory services to the different categories of farmer organizations.	and mobilization of the Cooperative Movement	4.10.2.2 Number of Sensitization Vans secured for the Cooperatives Movement	0	0	1	2	3	5	MotIG; UCA
			4.10.2.3 Sets of Publicity and Information materials on Cooperatives disseminated to the Local Governments	0	0	1000	1500	2000	3000	
			4.10.2.4 Number of Promotional Billboards set up across the country on Cooperatives Movement	0	0	50	100	150	250	
			4.10.3.1 Number of Social Media Channels opened for the Cooperatives Movement	0	3	5	5	5	5	
			4.10.3.2 Number of Webinars organised for the Cooperatives Movement	0	0	2	2	2	2	
			5.1.1 Number of Agri-Business enterprise selection seminars conducted	0	0	5	15	20	20	
		5.1.2 Cooperatives trained in Standards compliance, Processing, Branding and Packaging to their Products for the requisite quality to penetrate the Export Markets in collaboration with UNBS and UEPB	5.1.2.1 Number of Cooperatives trained in Standards compliance, Branding and Packaging	0	20	120	250	500	500	MotIG; UEPB; UNBS; UCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	5.2 Support the re-establishment of the co-operative based inputs delivery system to the members.	5.1.3 Cooperatives trained to improve their Negotiation Skills and Contract fulfilment for consistency of supply	5.1.3.1 Number of Cooperatives trained in Negotiation Skills and Contract fulfilment	0	20	120	250	500	500	MOTIG; UCA
		5.2.1 A self-regulated Cooperative-based input delivery system established in collaboration with the Cooperative Unions to avail quality inputs to the members	5.2.1.1 Existence of Regulations and Standard Operating Procedures to run the Cooperative-based input delivery system 5.2.1.2 Existence of an online Consumer Protection Reporting system to red-flag any suppliers	No	No	Yes	Yes	Yes	Yes	MOTIG; MAAIF; UCA
		5.2.2 At least 80% of the Producer and other cooperatives fully participating in the Cooperatives based inputs delivery system	5.2.2.1 Percentage of Producer and other Cooperatives engaged in the inputs-delivery system	0.05	0.05	0.3	0.5	0.65	0.8	MOTIG; MAAIF; UCA
		5.3 Support and facilitate cooperative society members to acquire mechanization, irrigation equipment, farm level post-harvest handling technologies and other appropriate technologies.	5.3.1 An innovative loan-scheme developed and implemented through the Uganda Development Bank (UDB) to offer farmer cooperatives Agro-Processing Mechanisation Loans at very competitive rates	No	No	Yes	Yes	Yes	Yes	MOTIG; MoFPED; MAAIF; UDB; BOU
		5.4 Support research and development in cooperatives as well as providing extension services to members.	5.4.1 Innovative Practices adopted for socially-inclusive economic growth as a result of R&D in Cooperatives	0	0	20	50	150	200	MOTIG; MAAIF; UCA
			Number of Innovative Practices identified through R&D of cooperatives	0	0	2	3	4	5	MOTIG; MAAIF; UCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
6. Increase the diversity in type and range of enterprises undertaken by cooperatives.	6.1 Support and strengthen other forms of co-operatives including insurance, housing, health, tourism, energy, consumer and services cooperatives.	6.1.1 Standard Operating Procedures and Guiding Manuals developed for various forms of cooperatives including insurance, housing, health, tourism, energy, consumer and services cooperatives.	6.1.1.1 Number of Standard Operating Procedures and Guiding Manuals developed	0	2	3	3	3	3	MoTIG; UCA
		6.1.2 Promotional Campaigns organised for the various forms of Cooperatives that have already developed Standard Operating Procedures and Guiding Manuals	6.1.2.1 Number of Promotional Campaigns organised for the various forms and types of cooperatives	0	2	3	3	3	3	
		6.1.3 Trainings and Capacity development in the various forms of Cooperatives that already have developed Standard Operating Procedures and Guiding Manuals	6.1.3.1 Number of Training and Capacity Building Seminars organised for the various forms and types of cooperatives	0	2	3	3	3	3	
		6.2.1 An inventory of dormant cooperatives in the country prepared for possible follow-up interventions	6.2.1.1 Existence of an updated inventory of dormant cooperatives in the country	No	No	Yes	Yes	Yes	Yes	
		6.2.2 A Study undertaken on the remedial assistance for the revitalisation of dormant cooperatives	6.2.2.1 Existence of a Study Report on Remedial Assistance for the Revitalisation of Dormant Cooperatives in the Country	No	No	Yes	Yes	Yes	Yes	
	6.2 Revitalize and strengthen dormant co-operatives by focusing on research, networking, study tours, mobilization and sensitization of the communities.	6.2.3 A Remedial Action Plan developed and implemented for the revitalisation of dormant cooperatives	6.2.3.1 Existence of an Action Plan for the Revitalisation of Dormant Cooperatives in the Country	No	No	No	Yes	Yes	Yes	MoTIG; UCA

OBJECTIVE	STRATEGIC INTERVENTION	OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20			

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		

INDUSTRIAL DEVELOPMENT

KRAS/AREAS OF FOCUS:

The key focus areas of the sector include: Promoting the establishment of competitive and value added industries; Supporting technology innovation, transfer and development; Promoting conformity to standards and production of quality goods and Services; Establishing and strengthening the Sector information systems

OUTCOME LEVEL

1. Promote the development of value added industries in agriculture and minerals.	1.1	Increased contribution of agro-processing industries to GDP	Percentage agro-processing contribution to GDP	N/A	4%	5.50%	7%	9%	10%	
	1.2	Increased contribution of mineral beneficiation to GDP	Percentage mineral contribution to the GDP	10%	15%	20%	25%	30%	35%	
	1.3	Increased Contribution of Manufacturing to GDP	Percentage contribution of manufacturing to GDP	N/A	14%	16%	18%	20%	25%	
	1.4	Increased Foreign and Local Direct Investments in the respective sectors	Value of investments (Bn \$)	1.1	1.2	1.5	3.5	4	5	
		Increased local investments	Number of local investments established							
		Increased volume and range of value added products	Value added in Industry as a Percentage to GDP	N/A	16%	18%	20%	25%	30%	
		Downstream and upstream MSMEs encouraged and established	Percentage increase in the number of functional MSMEs supported and established	N/A	5%	5%	5%	5%	5%	
		Increased production of locally manufactured goods	Number of locally manufactured products on local and international markets	100	150	200	250	400	500	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
2. Increase the productive capacities and capabilities required to produce goods and services			Percentage of local raw materials utilised in production							
		Increased contribution of manufactured goods to exports	Percentage of manufactured goods and services in total exports	N/A	50%	55%	60%	70%	80%	
		Increased employment in the manufacturing sector	Percentage increase of employment by Manufacturing	70.9	71.6	73.1	75.3	76.8	77.9	
		Increased labour productivity in industry	Number of jobs created in the light manufacturing industries	100,000	200,000	250,000	300,000	350,000	400,000	
			Percentage of industrial output per unit of labour.							
3. Enhance application of Standards and Quality Infrastructure			Percentage capacity utilization in industries	N/A	50%	55%	60%	70%	80%	
		Increased survival of startup MSMEs	Annual mortality rate of start-up MSMEs	N/A	20%	18%	13%	9%	5%	
		Local employment opportunities created	Number of employment opportunities created from new investment s							
		Increased income for local investors	Percentage increase in income for local investors							
		3-1 Increase National Capacity in International Codes and Standards	Number of organisations benefiting from the services of accredited labs							
4. Promote and accelerate the use of research, innovation and technology applied		3-2 Increased access of local products to regional and international markets	Number of products accessing international market							
		3-3 Increased demand for quality products	Level of substandard products on the market							
		3-4 Increased competitiveness of local products	Volume of imported substitute products							
		4-1 Increased Research, Innovation and Technology Access	Number of Research, Innovation and Technological centres	5	8	12	25	30	35	
		4-2 Increased expenditure on Research and	Percentage of GDP expenditure on R&D							

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
5. Promote green industry and climate smart industrial initiatives		Development									
			Number of Patent applications from local innovators								
		5.1 Increased Green manufacturing	Green	Number of green and climate smart industries	0	5	10	15	20	25	
				Percentage reduction in total carbon emissions							
		5.2 Reduction in carbon emissions		Number of partnership projects on the CDM Mechanism							
OUTPUT LEVEL											
1. Promote the development of value added industries in agriculture and minerals	1.1 Strengthen the legal, policy and institutional environment to support industrialization	1.1.1 An Industrial Development Act enacted	1.1.1.1 Existence of an Industrial Development Act	No	No	Yes	Yes	Yes	Yes	Yes	MoTIC;
		1.1.2 Industrial Development Regulations developed	1.1.2.1 Existence of Industrial Development Regulations	No	No	No	Yes	Yes	Yes	Yes	MoTIC;
		1.1.3 A revised National Industrial Policy	1.1.3.1 Existence of a revised Industrial Policy	No	No	No	No	Yes	Yes	Yes	MoTIC;
		1.1.4 An MSME Policy and Implementation Strategy developed	1.1.4.1 Existence of an MSME Policy	No	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC;
			1.1.4.2 Existence of an MSME Policy Implementation Strategy	No	No	Yes	Yes	Yes	Yes	Yes	
		1.1.5 Specific Industrial Sub-sector Policies and Legislations developed	1.1.5.1 Number of specific subsector policies developed	2	3	2	2	2	2	2	MoTIC;
		for the Iron and Steel, Textile, Sugar, Packaged Water, Grain Trade and Leather and Leather Products, among other subsectors	1.1.5.2 Number of specific subsector legislations developed and/or reviewed	1	2	1	1	1	1	1	
			1.1.5.3 Number of specific subsector regulations developed	1		2	1	1	1	1	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)		
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20				
		1.1.6 An Industrial Consultative Committee established to enhance synergies within the Industrial Sector	1.1.6.1 Existence of a functional Industrial Consultative Committee	No	No	No	Yes	Yes	Yes	Yes	MoTiC;		
		1.1.7 A Directorate of Micro, Small and Medium Enterprises established and operationalised	1.1.7.1 Existence of a Directorate of Micro, Small and Medium Enterprises	No	Yes	Yes	Yes	Yes	Yes	Yes	MoTiC;		
			1.1.7.2 Percentage level of Staffing for the Directorate of MSMEs	0%	40%	70%	100%	100%	100%	100%			
			1.1.8 MSMEs countrywide private sector Apex Association formed	No	No	No	Yes	Yes	Yes	Yes	MoTiC; PSFU;		
		1.1.9 A National Census of Industrial Establishments conducted and a National Industrial Map developed	1.1.9.1 Existence of a Industrial Map for Uganda	No	No	Yes	Yes	Yes	Yes	Yes	MoTiC; UDC; UIRI; UWRSA; UMA; PSFU; USSIA; UBOS		
			1.1.9.2 National Census of Industrial establishments conducted	No	No	Yes	Yes	Yes	Yes	Yes			
		1.1.10 An Industrial Information System developed	1.1.10.1 Existence of an Industrial Information System	No	No	Yes	Yes	Yes	Yes	No	MoTiC; MoICT; UDC; UIRI: UWRSA; UMA; UIA; PSFU;		
			1.1.12 Industries in Uganda supervised, and on-site Technical Guidance conducted	5%	5%	20%	40%	60%	80%	80%	MoTiC		
			1.2 Revitalize UDC to establish model agro-processing and manufacturing industries	1.2.1 An Industrial Investment Strategy developed to guide the UDC investments	1.1.12.1 Percentage of Industries guided	0%	0%	0%	10%	50%	80%		
					1.1.12.2 Percentage of industries registered								
					1.1.12.3								
				1.2.1.1 Existence of an Industrial Investment Strategy for UDC	No	No	Yes	Yes	Yes	Yes	Yes	MoTiC; UDC	
			1.2.1.2 Existence of a Priority List of Mineral Products for investment	No	No	Yes	Yes	Yes	Yes	Yes			

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		1.2.3 Fifty Functional agro-processing and manufacturing facilities established by UDC	1.2.3.1 Number of agro-processing and manufacturing industries newly established	5	15	10	5	7	8	MoTIC; UDC
		1.2.4 Ten major Public Private Partnership projects undertaken by UDC	1.2.4.1 Number of Public Private Partnership projects undertaken by UDC	1	1	5	7	9	10	UDC
		1.2.5 Uganda Development Corporation fully endorsed by Act of Parliament	1.2.5.1 Existence of a new UDC Act	No	Yes	Yes	Yes	Yes	Yes	UDC
		1.2.6 Fifty Agro-processing and manufacturing facilities supported by UDC	1.2.6.1 Number of Agro-processing and manufacturing facilities supported by UDC	0	0	10	20	35	50	UDC
		1.3.1 Strategy, Regulations and Guidelines formulated for the development and management of the Industrial Parks in the country	1.3.1.1 Existence of a Strategy, Regulations and Guidelines for Development and Management of Industrial Parks	No	No	Yes	Yes	Yes	Yes	MoTIC; UDC; UIA; MoWT; MEMD; MoLG
		1.3.2 Functional processing facilities established in the 22 earmarked Industrial parks (12 products)	1.3.2.1 Number of industrial parks newly established Number of agro-processing industries established in industrial parks	2	2	8	3	5	4	MoTIC; UDC
	1.4 Facilitate the Development of locally manufactured goods through supporting MSMEs, especially MSMEs.	1.4.1 An Incentives Programme developed to support MSMEs to become more competitive and keep abreast with changes resulting from Regional Integration	1.4.2.1 Existence of an Incentives Programme to enable MSMEs access affordable financing	No	No	Yes	Yes	Yes	Yes	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		1.4.3 Storeyed Common Industrial facilities centres with at least 2-5 acres established within the Industrial Parks located in each industrial park for Micro Industries	1.4.3.1 Number of Industrial Parks with atleast one Common Industrial facilities developed in each for Micro Industries (cumulative)	0	0	5	10	15	22	MoTIC
		1.4.4 Innovative Approaches and Strategies initiated and adopted to promote value addition and competitiveness through MSMLs, such as the Coverage of the One Village One Product (OVOP) Model Concept program expanded	1.4.4.1 Number of districts in which the OVOP Model is implemented	24	30	30	40	50	60	MoTIC
			1.4.4.2 Number of trained beneficiaries from the OVOP program	500	500	500	700	700	600	
			1.4.4.3 Number of product lines supported	20	30	45	60	80	100	
		1.4.5 MSMLs exposed to the technologies and other competitive practices across the Region to learn from and improve their own products	1.4.5.1 Number of National and Regional Exhibitions organised for MSMLs	70	70	70	70	70	70	MoTIC
			Number of MSMLs supported to attend local and international exhibitions	70	70	70	70	70	70	
			1.4.5.2 Number of Study Tours organised for MSMLs	5	5	5	5	5	5	
		1.4.6 Geographical Clusters developed for at least six specific Industrial Subsectors to increase production efficiency, market access and benefit from Regional Integration	1.4.6.1 Number of specific Geographic Industrial Subsector Clusters established	0	0	1	2	4	6	MoTIC
		1.4.8 At least 100 Model enterprises across the country engaged through the OVOP Model Programme training and equipment assistance to produce	1.4.8.1 Number of model enterprises benefitting from OVOP Programme	25	100	100	100	100	100	MoTIC; UIRI; MTAC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
		more effectively and efficiently and grow their business									
	1.5 Build capacity in specific targeted skills needed for value addition	1.5.1 Business mentorship Programme designed and adopted for Micro Industries, with on-site support, inspection and guidance entrepreneur training done	1.5.1.1 Number of enterprises benefiting from Business mentorship programme	200	300	300	300	300	300	300	MoTIC; MTAC
		1.5.2 Technological training done	1.5.2.1 Number of entrepreneurs trained	1000	1000	2000	2000	2000	2000	2000	MoTIC; UIRI
			1.5.2.2 Number of entrepreneurs trained in the technological use	10	10	10	10	10	10	10	
	1.6 Strengthen the existing network of vocational and technical training institutions to cater for the required skills										
		1.6.2 Quality of research, innovation, & consultancy improved	1.6.2.1 Number of demonstration industries established								MoTIC; UIRI; MTAC
		Established demonstration industries In collaboration with UIRI and MTAC	1.6.2.1 Existence of a research-led programme to improve career aspirations								
1.6.3 Collaborative linkages for research, teaching and outreach enhanced		1.6.3.1 Number of outreach centres established								MoTIC; UIRI	
		1.6.3.2 Number of collaborative linkages with private sector companies made									

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
2. Increase the productive capacities and capabilities required to produce goods and services	1.7 Support commercial processing of key minerals	1.6 Libraries and ICT lab refurbished	1.6.4 Libraries and ICT labs at MTAC main campus reequipped							MTAC
			1.6.4.2 Number of Libraries and ICT labs at outreach centres established							
		1.7.1 Functional mineral processing facilities established	1.7.1.1 Number of mineral processing facilities established to manufacture pdts for export to international markets	0	0	0	1	2	3	MoTIC; UDC
			1.7.2 Potential Mineral exploitation and value added industries/ companies facilitated in acquiring land and mineral rights for development							MoTIC; UDC
		2.1.1 Local Content Policy and Strategy developed and implemented to increase local participation in industrial production	1.7.2.1 Tax revenues collected from the companies							MoTIC; UDC
			1.7.2.2 Export earnings from the processed minerals	500	600	750	900	1000	1500	
	2.1 Develop and implement local content policy and strategy to increase local participation in industrial production	2.1.1 Local Content Policy and Strategy developed and implemented to increase local participation in industrial production	1.7.2.3 Percentage increase in mineral production and processing/ value addition capacity							
			2.1.1.1 Existence of a Policy and Strategy on Local Content	No	No	Yes	Yes	Yes	Yes	MoTIC
		2.1.2 Increased Percentage of Local Content in Industrial Production	2.1.2.1 Percentage of local raw materials used in manufacturing industries							MoTIC
			2.1.3 Increased Local Content in management of Industries							MoTIC
2.2 Attract labour intensive light manufacturing industries.	2.2.1 Business models and plans developed for at least 10 light manufacturing industries following the Cluster formation concept and established at regional level	2.2.1 Business models and plans developed for at least 10 light manufacturing industries following the Cluster formation concept and established at regional level	Number of business models developed for light industries	10	10	10	10	10	10	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
3. Enhance application of Standards and Quality Infrastructure	2.2 MSMEs especially from rural areas organised into clusters and sensitized on opportunities of producing apparel, footwear, toys and numerous light manufactures (regional sensitization workshops) 2.3 MSMEs trained regionally in light manufactures processes and business models 2.3.1 Higher productivity in the manufacturing industry. 2.3.2 Improved adoption of efficient manufacturing systems 2.4 Fifteen Industrial parks developed 2.4.1 Increased number of industries established in industrial parks 2.4.3 Employment created by industries within the parks	2.2.2 MSMEs especially from rural areas organised into clusters and sensitized on opportunities of producing apparel, footwear, toys and numerous light manufactures (regional sensitization workshops)	Number of MSME clusters formed Number of sensitisation workshops conducted	10 8	10 8	10 8	10 8	10 8	10 8	MoTIC	
		2.2.3 MSMEs trained regionally in light manufactures processes and business models	Number of trainings done	8	8	8	8	8	8	MoTIC	
		2.3.1 Higher productivity in the manufacturing industry.	2.3.1.1 Annual sales of manufactured products and contribution to GDP	150,000	200,000	250,000	300,000	350,000	400,000	MoTIC	
		2.3.2 Improved adoption of efficient manufacturing systems	2.3.1.1 Number of technology up-graded manufacturing industries supported							MoTIC	
		2.4 Fifteen Industrial parks developed	2.4.1 Fifteen Industrial parks developed	0	3	10	20	25	40	MoTIC	
		2.4.1 Increased number of industries established in industrial parks	2.4.2.1 Percentage increase of revenue collected from the industrial establishments							MoTIC	
		2.4.3 Employment created by industries within the parks	2.4.3.1 Number of jobs created by industries in the parks							MoTIC	
		3.1 A National Technical Regulation framework developed and implemented	3.1.1.1 Technical Regulation Framework established and functional	No	No	Yes	Yes	Yes	Yes	MoTIC; UNBS	
			3.1.1.2 Number of NQI-related Legislations revised	0							
			3.1.1.3 National Guidelines for use of National Standards in Public Procurement developed and	No	No	Yes	Yes	Yes	Yes		

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
		3.1.2 A Technical Regulation Office established in Prime Minister's Office	operational								
			3.1.1.4 Presence of a strong enforcement mechanism	No	No	No	Yes	Yes	Yes		
			3.1.2.1 Technical Regulations Office established	No	No	Yes	Yes	Yes	Yes	MoTIC; UNBS; OPM	
			3.1.2.2 Presence of Inventory of Regulations from 10 ministries	No	Yes	Yes	Yes	Yes	Yes		
			3.1.2.3 Presence of Inventory of Harmonized Standards regulations	No	No	Yes	Yes	Yes	Yes		
		3.1.3 Metrology legislation revised and implemented; Accreditation Act developed and implemented; UNBS Act revised and implemented;	3.1.3.1 NQI related Bills developed	No	Yes	Yes	Yes	Yes	Yes	MoTIC	
			3.1.3.2 NQI related Bills distributed for Public Consultations	No	No	Yes	Yes	Yes	Yes		
			3.1.3.3 NQI related Bills approved by Cabinet	No	No	Yes	Yes	Yes	Yes		
			3.1.3.4 NQI related Bills approved by Parliament	No	No	No	Yes	Yes	Yes		
		3.1.4 The SMCA institutional mandates streamlined and promotional activities separated from enforcement activities	3.1.4.1 UNBS Restructured in line with new Mandate	No	No	Yes	Yes	Yes	Yes	MoTIC; UNBS	
			3.1.4.2 Existence of a Uganda National Accreditation System	No	No	No	Yes	Yes	Yes		
			3.1.4.3 Existence of a National Metrology Institute	No	No	No	Yes	Yes	Yes		
			3.1.4.4 Existence of a fully fledged Uganda Regulator for Compulsory Standards (URCS)	No	No	No	Yes	Yes	Yes		
		3.1.5 New National Standards developed, Regional Standards harmonized and International Standards adopted	3.1.5.1 Number of standards developed, harmonised and adopted	120	120	144	173	208	250	UNBS	
			3.2.1 The National Quality Forum (NQF)	No	Yes	Yes	Yes	Yes	Yes	MoTIC	
	3.2 Establish a framework to			3.2.1 Existence of a fully fledged and operational	No	Yes	Yes	Yes	Yes	Yes	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
	enhance coordination and collaboration among regulatory authorities and national quality infrastructure institutions	established	National Quality Forum								
		3-2.2 UNBS designated and mandated as the Apex Standards Authority of Uganda	3-2.2.1 Existence of Guidelines to Transfer all Standards to UNBS	No	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UNBS
			3-2.2.2 Existence of List of all Standards to be transferred to UNBS	No	No	Yes	Yes	Yes	Yes	Yes	
			3-2.3 A Coordination Platform established for Standards	3-2.3.1 Standards development modalities discussed	No	Yes	Yes	Yes	Yes	Yes	UNBS
		3-2.3.2 Standards Platform institutionalised	No	No	Yes	Yes	Yes	Yes	Yes		
	3-3 Develop and improve the National Quality Infrastructure	3-3.1 The National Accreditation System established to provide credible and international recognition of conformity assessment service in Uganda	3-3.1.1 Capacity of key institutions enhanced	No	No	Yes					MoTIC; UGANAS
			3-3.1.2 Number of Assessors trained in specific Accreditation fields	No	Yes	Yes	Yes	Yes	Yes	Yes	
			3-3.1.3 Existence of NAB Accreditation Procedures designed using suitable models	No	No	Yes	Yes	Yes	Yes	Yes	
			3-3.1.4 Laboratory Assessment Best Practices adopted	No	Yes	Yes	Yes	Yes	Yes	Yes	
			3-3.1.5 NAB System evaluated	No	No	Yes	Yes	Yes	Yes	Yes	
		3-3.2 Operational, technical and financial support provided for the National Accreditation Body	3-3.1.6 Existence of Internationally Recognised Accreditation Certificates	No	No	No	Yes	Yes	Yes		
			3-3.1.7 Subscription as Observer members to ILAC, IAF, AFRAC etc	No	No	No	No	Yes	Yes	Yes	
			3-3.2.1 National Accreditation Body fully operational	No	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UGANAS
			3-3.3.1 Number of import consignments inspected	50000	50000	60000	70000	80000	90000	MoTIC; UNBS	
			3-3.3.2 Number of Product	500	500	600	700	800	900		

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
		systems strengthened to demonstrate conformance of goods and services to standards and technical regulations	Permits issued								MoTIC
			3-3-3-3 Number of System Permits issued								
			3-3-3-4 Number of market and factory outlet surveillance inspections for quality conformance	1000	1000	1200	1400	1600	1800		
			3-3-3-5 Number of laboratories constructed and equipped	0	0	1	1	1	1		
			3-3-3-6 Existence of Stakeholder Map showing key stakeholders and roles	No	No	Yes	Yes	Yes	Yes		
			3-3-3-7 Existence of Reviewed Procedures for Standards Development including Regional and International Participation	No	No	Yes	Yes	Yes	Yes		
			3-3-3-8 Number of key Staff trained in Standards development	0							
			3-3-3-9 Existence of an Optimised Technical Committee structure aligned to EAC	No	No	Yes	Yes	Yes	Yes		
			3-3-4-1 Number of measurement equipment verified	540,000	540,000	567,000	595,350	625,118	656,373		
			3-3-4-2 Metrology laboratories designed	No	No	Yes	Yes	Yes	Yes		
		3-3-4 National Metrology Institute established and strengthened for Scientific and Industrial Metrology	3-3-4-3 Number of Metrology laboratories constructed	-							
			3-3-4-4 Environmental accessories necessary for specialised measurements and calibrations put in place	No	No	Yes	Yes	Yes	Yes		
			3-3-4-5 Number of trained Assessors and Auditors	0							

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(S)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
		3-3-5 International, Regional Liaison and recognition of the National Measurement System	3-3-5.1 Existence of List of inter-comparisons to support National Measurement System	No	No	Yes	Yes	Yes	Yes	Yes	UNMI
			3-3-5.2 Existence of List of Calibration and Measurement Capabilities	No	No	Yes	Yes	Yes	Yes	Yes	
			3-3-5.3 Quality Management System of NMI Peer Reviewed	No	No	Yes	Yes	Yes	Yes	Yes	
		3-3-5.1 Number of industrial equipment calibrated	1,200	1,200	1,650	2,100	2,550	3,000	UNMI		
		3-3-5.2 Number of Calibration and Measurement Service Providers trained	0								
		3-4-1.1 Existence of Study Report on existing Curricular for integration of Standards and Quality related Training	No	No	Yes	Yes	Yes	Yes		MoTIC; UNBS; MoESS	
	3-4-1.2 Existence of Training Programmes on Standards and Quality issues at Secondary, Tertiary and Post Graduate levels	No	No	No	Yes	Yes	Yes				
	3-4-2 Level of expertise of key technical personnel in the Public and Private NQI institutions evaluated; the Gap between the current situation and optimised one determined, and a programme embarked upon to attract and retain the appropriate expertise	No	No	Yes	Yes	Yes	Yes	MoTIC			
	3-4-2.1 Existence of Study Report on existing staffing levels of the public NQI institutions	No	No	No	Yes	Yes	Yes				
				3-4-2.2 Key Technical Staff appointed	No	No	No	Yes	Yes	Yes	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
3.5 Enhance awareness and dialogue amongst all stakeholders regarding standards, metrology, accreditation and conformity assessment in order to improve compliance		3.5.1 A Communication Strategy developed and implemented for awareness creation on SMCA and enhancing the general understanding of the benefits of producing (including purchasing, manufacture and supply) and consuming quality goods and services	3.5.1.1 Existence of a Communication Strategy	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UNBS
			3.5.1.2 Number of workshops, seminars, stakeholders engagement, media campaigns	4	4	8	8	8	8	
		3.5.2 Level of awareness raised in Government on the benefits of standards in all Government Policies, regulatory systems and public procurement	3.5.2.1 Number of Awareness Workshops organised for Government Officials (executive, legislative, judiciary and regulators)	0	3	3	3	3	3	
			3.5.3.1 Sustained Reach out to Businesses on WTO TBT issues	No	Yes	Yes	Yes	Yes	Yes	
3.6 Support the Private Sector, especially MSMEs to conform to set standards and to comply with technical regulations		3.5.3 All approved National Standards, technical regulations and conformity assessment requirements disseminated widely as provided for in the EAC and WTO rules	3.5.3.2 Existence of a Functional WTO and EAC Secretariat Notification System on Technical Regulations	No	No	Yes	Yes	Yes	Yes	MoTIC; UNBS
			3.6.1.1 Number of enterprises supported to meet standards and quality certification requirements	0	200	200	200	200	200	
		3.6.1 The Private Sector facilitated/supported to conform to national standards and adopt relevant management systems in their operations in order to competitively produce and trade in quality goods and services	3.6.1.2 Number of private enterprises implementing management systems provided technical assistance	0	5	5	5	5	5	
			3.6.1.3 Quality Award Scheme promoted	Yes	Yes	Yes	Yes	Yes	Yes	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
4. Promote and accelerate the use of research, innovation and applied technology		3.6.2 Enterprises encouraged and supported to brand their goods and services in order to access international markets 3.6.3 The Private Sector supported in the adoption of new and environmentally friendly technologies, acquisition of skills and work [practices] that facilitate quality improvement	3.6.2.1 Number of products branded annually	0	40	40	40	40	40	MoTIC; UEPB
			3.6.3.1 Number of Enterprises trained on the adoption of Cleaner Production technologies	20	50	50	50	50	50	MoTIC; UCPC
			3.6.3.2 Existence of a Technology dissemination platform	No	Yes	Yes	Yes	Yes	Yes	
			3.6.3.3 Existence of a Technology implementation platform	No	Yes	Yes	Yes	Yes	Yes	
		3.6.4 Alternative financial credit services and other initiatives accessible to the Private Sector designed to enable them undertake product and system upgrades to meet quality standards	3.6.4.1 Number of enterprises accessing low cost financing to undertake upgrades for quality standard requirements	0	0	100	100	100	100	MoTIC
			3.6.5 National umbrella professional associations strengthened, and where appropriate their formation promoted, to take an active role in the standardisation process	0	10	10	15	15	20	MoTIC
		4.1.1 Functional modal value addition and national and regional technology incubation centres established 4.1.2 Enhanced industrial and innovation activities support facilities/incubation	3.6.5.1 Number of Associations engaged on the promotion of standards and quality related initiatives	0	10	10	15	15	20	MoTIC
			4.1.1.1 Number of National and Regional modal value addition and technology incubation centres established	2	3	5	5	3	6	MoTIC; UIRI
			4.1.2.1 Number of Private Sector industrial and innovation support facilities/incubation centres	1	1	1	0	1	0	MoTIC; UIRI

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		centres	enhanced supported							
			4.1.2.2 Percentage funding allocated to research, innovation and application of technology activities	30	35	40	50	60	70	
			4.2.1.1 Number of research, innovation and applied technological projects funded	2	5	7	9	12	15	MoTIC; UIRI
			4.2.1.2 Number of research results/products commercialized	20	25	25	25	25	25	
			4.1.2.1 Number of private sector industrial and innovation support facilities/incubation centres	30	35	40	45	50	55	
			enhanced supported							
			4.1.2.2 Percentage funding allocated to research, innovation and application of technology activities	15	15	15	15	15	15	
			4.3.1.1 Number of new products and up-graded technological industries	15	15	15	15	15	15	MoTIC; UIRI
			4.3.1.2 Number of technologies developed	2	4	4	4	4	4	
			4.3.1.3 Number of technologies transferred and adopted	0	3	3	3	3	3	
	4.3 Promote and support technological development, acquisition and technology transfer	4.3.1 Increased innovative products and technologies ready for commercialization and acquired respectively	4.4.1.1 Existence of Industrialisation Fund	No	No	Yes	Yes	Yes	Yes	MoTIC; UIRI
			4.4.1.2 Innovation Fund capitalised and operationalised	No	No	Yes	Yes	Yes	Yes	
			4.4.1.3 Percentage funding allocated to Private Sector Researchers and Innovators	30%	35%	40%	50%	60%	70%	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)	
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
		4.4.2 Private Sector involvement in innovation, research and development activities/ programs increased	4.4.2.1 Number of Research projects conducted and commercialized innovative solutions or products	5	5	5	5	10	10	UIRI	
		4.4.3 Regional Incubation Centres established	4.4.3.1 Number of Regional incubation centres established	0	2	4	6	8	10	UIRI	
			4.4.3.2 Number of incubates or firms being incubated within the incubation centres	0	0	20	40	60	80		
			4.5.1.1 Number of analytical laboratory accredited	0	1	0	1	0	1	UIRI	
		4.4.4 Scientific Research for Product Development increased	4.6.1.1 Number of publications produced	0	2	6	6	6	6	UIRI; MoTIC	
			4.6.1.2 Number of media outreach programs (audio, visual, print)	5	10	10	10	10	10		
			4.6.1.3 Number of exhibition appearances made	5	10	15	20	20	20		
		4.5 Strengthen the legal framework associated with intellectual property rights.	4.5.1 Developed and approved legal, policy and regulatory framework on intellectual property rights.	4.5.1.1 Existence of an Intellectual Property Rights Policy	No	No	Yes	Yes	Yes	Yes	MoTIC
			4.5.2 Increased awareness on registration of intellectual property rights (trade marks, patents, designs, brands, etc)	4.5.1.2 Existence of an Intellectual Property Rights Law	No	No	No	Yes	Yes	Yes	
				4.5.2.1 Number of registered Intellectual Property Rights protected	100,000	150,000	250,000	300,000	350,000	400,000	MoTIC
5. Promote green industry and climate smart industrial initiatives	5.1 Conduct research, popularize and encourage efficient and zero waste technologies	5.1.1 Research studies conducted on efficient and zero waste technologies and practices	5.1.1.1 Number of Research studies conducted on efficient and zero waste technologies	2	1	4	3	5	6	MoTIC; UCPC	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE(s)
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	and practices	5.1.2 Efficient and Zero waste technologies and practices promoted	5.1.2.1 Number of Promotional Campaigns organised on Efficient and Zero waste technologies	2	3	5	6	8	10	MoTIC; UCPC
	5.2 Establish and support climate innovation centres to support investment in industries producing and adopting green technologies	5.2.1 Climate Innovation Centres established	5.2.1.1 Number of Climate Innovation Centres established	2	5	7	9	10	10	MoTIC
	5.3 Support Development of decentralized village-based agricultural processing centres that incorporate low-carbon sources of energy, such as biogas-digesters and solar driers	5.3.1 Functional decentralised agro processing facilities established	5.3.1.1 Number of agro processing facilities established	5	5	5	5	5	5	
		5.3.2 Efficient and low carbon energy technologies developed	5.3.2.1 Number of agro-processing facilities benefiting from efficient and low carbon energy technologies	100,000	200,000	250,000	300,000	350,000	400,000	MoTIC; UCPC
	5.4 Build carbon trading capacity within the private sector to harness innovative funding opportunities provided by Clean Development Mechanisms (CDM) and voluntary carbon markets.	5.4.1 Increased funding options for industrial development	5.4.1.1 Number of key Private Sector players benefiting from Clean Development Mechanisms	0	2,000	3,000	4,000	5,000	6,000	MoTIC; UCPC
				100	200	250	300	350	400	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE		TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
SECTOR ADMINISTRATION AND MANAGEMENT											
KRAS/AREAS OF FOCUS:											
The key focus areas of the sector include: Enhancing Public Administration and Management of the Sector; Establishing and strengthening the Sector information systems; Human Capital Development and Institutional Capacity Development.											
OUTCOME LEVEL											
1. Enhance Public Administration and Management of the Sector		1.1 Coordination and Efficiency of Sector Programmes and Interventions	1.1.1 Level of Performance against GAPR Indicators	N/A	60%	65%	70%	70%	70%		
2. Develop the Sector's Institutional Human Resource		2.1 Enhanced Professionalism and Skillfulness in the Sector's Public Service	2.1.1 Level of Aggregate Delivery Performance at key Sector Service Points in Private Sector	N/A	50%	60%	70%	75%	80%		
		2.2 Higher Level of Public Service Staff Retention in Sector	2.2.1 Level of Public Service Staff Turnover in Sector	30%	25%	20%	15%	10%	10%		
3. Strengthen Sector Institutional Infrastructure		3.1 A Pleasant and Conducive Working Environment	3.1.1 Level of Public Service Staff Turnover in Sector	30%	25%	20%	15%	10%	10%		
		3.2 More Efficient and Effective Service Delivery	3.2.1 Percentage of Issues addressed from Stakeholder Consultations	N/A	40%	50%	60%	70%	80%		
OUTPUT LEVEL											
1. Enhance Public Administration and Management of the Sector	1.1 Ensure and strengthen proper Public Financial Management Systems	1.1.1 Effective and efficient Internal Audit and Risk Management Controls ensured within the Sector MDAs	1.1.1.1 Existence of Audit Reports for all Sector Institutions	Yes	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.1.2 Proper Books of Account and Financial Statements prepared within the Sector MDAs	1.1.2.1 Proper Books of Audited Account and Financial Statements submitted to Parliament	Yes	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.1.3 Clear and effective Asset Management Systems established at the Sector MDAs	1.1.3.1 Existence of Asset Management Registers at all the Sector MDAs	No	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
		1.1.4 Accounting Officers, Sub-Vote Controllers and their Budget Officers, Auditors and Accounts Officers kept up to date on the use of the Integrated Financial Management System (IFMS)	1.1.5.1 Number of minimum Quarterly training sessions organised per Financial Year	0	4	4	4	4	4	4	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.1.5 Sub-Vote Controllers and their Budget Officers kept up to date on the use of the Output Budgeting Tool (OBT) in Budget Preparation and Performance Reporting	1.1.4.1 Number of minimum Quarterly training sessions organised per Financial Year	0	4	4	4	4	4	4	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.1.6 A Commitment Control System established at all the Sector MDAs to improve transparency and efficient expenditure of work plan resources	1.1.6.1 Existence of functional Commitment Control System at all Sector MDAs	No	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.2.1 Administrative and Ministry staff trained in good management practices, professional conduct and provide incentives for their use	1.2.1.1 Number of Administrative and Ministry staff trained in Good Management Practices and Professional Conduct	20	70	70	70	70	70	70	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.2.2 Empower Political Offices	1.2.2.1 Sector Political Heads receiving their Entitlements, Emoluments and Facilitation to perform their Oversight Functions	Yes	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		1.2.3 Collaboration and networking amongst Development Institutions improved	1.2.3.1 Number of Collaborative Meetings with Foreign Trade, Investment and Industrial Development Partners	30	50	50	50	50	50	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.2.4 Sector MDAs empowered to effectively play its role in the national budget processes and oversee equitable and sustainable national development	1.2.4.1 Sector Budget Framework Papers prepared and presented in time	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.3.1 A Communication Strategy developed and implemented for the Sector MDAs	1.3.1.1 Existence of a Communication Strategy for the Sector	No	No	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.3.2 Sector Communications Committee facilitated	1.3.2.1 Sector Communications Committee operational and effective	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
	1.4 Improve efficient and effective allocation and utilization of physical resources and logistics to support Sector Institutional operations	1.4.1 Procurement and Disposal Committees established and well facilitated to deliver mandate according to PPDA Act	1.4.1.1 Existence of function Procurement and Disposal Committees in all Sector MDAs	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.4.2 Clear Transport and Asset Internal Management Policies developed and disseminated for Transparency	1.4.2.1 Existence and Transparency of Internal Policies on Transport and Asset Management in Sector Institutions	No	No	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	1.5 Revitalise the Sector Working Group and its related Organs	1.4.3 A clear Arrears Settlement and Management organisational Policy developed and implemented in transparency with Service Providers	1.4.3.1 Percentage of Arrears Bills cleared by All the Sector Institutions	30%	40%	60%	70%	80%	90%	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.1 Coordinate and harmonize SDP implementation to ensure that it is in line with the NDP goals and objectives	1.5.1.1 A TIC-SWG Secretariat established and facilitated in the Policy and Planning Unit of the Ministry	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.2 Ensure SDP investment programmes are aligned with sector priorities	1.5.2.1 Sector Public Investment Plan updated with relevant projects	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.3 Pursue solutions to structural, institutional and other constraints to effective SDP implementation at central, zonal, and local levels	1.5.3.1 Number of engagements with Development Partners and Key Players to address constraints to effective SDP implementation at all levels	0	4	4	4	4	4	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.4 Review mechanisms for enhancing stakeholder participation in implementing the SDP	1.5.4.1 Number of consultative meetings with Stakeholders to further SDP Implementation	0	4	4	4	4	4	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.5 Review the Sector BFP as a basis on which the Annual Budget for the Sector is compiled	1.5.5.1 List of Priorities prepared for Central Focus in Sector BFP	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.6 Provide the main forum for the Sector-Wide Approach to planning and budgeting for the Sector	1.5.6.1 Number of SBFP Preparatory Retreats or Meetings held	1	2	2	2	2	2	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		1.5.7 Identify, on the basis of sector expenditure and investment plans and the BFP, policy issues for consideration and action by the TPM	1.5.7.1							MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.8 Provide information for the Joint GoJ/Development Partner Reviews	1.5.8.1 Number of Meetings held by Donor Group on Sector	0	2	2	2	2	2	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.5.9 Monitor budget implementation vis-a-vis the aims and objectives set out in the BFP	1.5.9.1 Existence of an up-to-date M&E Dashboard for Sector Objectives and Interventions	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		1.6 Improve Policy implementation and M&E of Sector Programmes	1.1.1.1 Number of Period Reports produced	4	4	4	4	4	4	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
			1.1.1.2 Number of officers trained in M&E	0	4	4	5	5	5	MoTIC
	1.7 Develop the Sector Statistical System to support evidence based Policy decision making	1.6.3 Updates on Policy implementation produced on Recommendations of Previous Sector Review Conferences	1.1.1.3 Reactions on Policy Implementation updates	No	Yes	Yes	Yes	Yes	Yes	MoTIC
		1.7.1 Coordination and Management of the Sector Statistical System improved	1.7.1.1 Number of periodic statistical committee and related technical meetings conducted to review implementation and utilisation of the Strategic Plan	1	12	12	12	12	12	MoTIC
			1.7.1.2 TIC sector statistical documents compiled and finalised for publication	No	Yes	Yes	Yes	Yes	Yes	
			1.7.1.3 Number of MoU signed for statistics production	No	Yes	Yes	Yes	Yes	Yes	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
		1.7.2 Dissemination mechanisms strengthened and usability of statistics generated within the Sector enhanced	1.7.1.4 Number of sensitization workshops conducted for data producers and users	0	1	1	1	1	1	1	MoTIC
			1.7.2.1 Number of statistical products generated and disseminated	0	1	1	1	1	1		
			1.7.2.2 Percentage increase in access to statistics by our users	10%	20%	40%	60%	80%	90%		
			1.7.2.3 Number of training workshops or awareness campaigns on interpretation of statistics held	0	4	4	4	4	4		
			1.7.2.4 ICT usage in dissemination of statistics institutionalized	No	No	Yes	Yes	Yes	Yes		
			1.7.2.5 Availability of Up-to-date metadata	No	Yes	Yes	Yes	Yes	Yes		
	1.7.3 Quality assurance in Sector Statistics Production mainstreamed		1.7.3.1 Number of quality standards, guidelines and manuals for data production and use adopted	0	3	3	3	3	3	3	MoTIC
				1.7.3.2 Number of indicators certified by National Planning Authority	0	20	20	20	20	20	
				1.7.3.3 Number of new data compilation tools developed and adopted in the TIC Sector	0	7	7	7	7	7	
				1.7.3.4 A fully functional quality assessment framework in the Sector	No	No	Yes	Yes	Yes	Yes	
			1.7.3.5 Percentage of data collection instruments reviewed and standardised	10%	40%	50%	60%	70%	80%		
			1.7.3.6 Number of quality improvement plans adopted and implemented	0	1	1	1	1	1		

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		1.7.4 Human Capacity for collection, processing, analysis and dissemination of Statistics strengthened	1.7.3.7 List of indicators assessments for statistical quality by 2018	No	Yes	Yes	Yes	Yes	Yes	MoTIC
			1.7.4.1 Percentage of vacant positions in the Planning & Policy Unit and critical data related staff positions at all levels of the Sector filled	70%	50%	40%	30%	20%	10%	
			1.7.4.2 Ratio of SSC members trained in data management to the untrained	1:100	1:80	1:70	1:60	1:50	1:40	
			1.7.4.3 Number of Sector staff, including those from lower local governments trained in enhanced basic statistics	10	20	40	50	70	80	
			1.7.4.4 Number of Sector staff participating in study tours, exchange visits and workshops to build capacity and gain experience in statistics production and management	5	10	20	40	60	80	
			1.7.4.5 Number statistical capacity needs assessment study conducted in the Sector by 2018	0	1	1	2	2	3	
		1.7.5 Sector Statistics Production and Development strengthened	1.7.5.1 Number of updated harmonised MTIC databases generated	0	1	2	4	4	4	
			1.7.5.2 MTIC ICT Strategy developed and adopted for statistical production processes	No	No	Yes	Yes	Yes	Yes	
			1.7.5.3 Percentage of departments or agencies technically supported in data production annually	10%	30%	50%	60%	70%	80%	

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
2. Develop the Sector's Institutional Human Resource			1:7.5.4 Number of studies or surveys undertaken to complement administrative data from the Sector	1	1	2	2	3	3		
			1:7.5.5 Integrated TIC Sector Data IMS developed and functional by 2017	No	No	No	Yes	Yes	Yes		
			1:7.5.6 Number of methodologies and administrative tools for collecting and estimating specific elements of data developed	1	2	3	3	4	4		
			1:7.5.7 Number and type of statistical products being generated	0	2	2	2	2	2		
			2.1.1.1 Existence of a new and approved Staff Establishment Structure for MoTIC	No	Yes	Yes	Yes	Yes	Yes		
			2.1.2.1 Existence of a new and approved Staff Establishment Structure for UEPB	No	Yes	Yes	Yes	Yes	Yes		
			2.1.3.1 Existence of a new and approved Staff Establishment Structure for MTAC	No	No	Yes	Yes	Yes	Yes		
			2.1.4.1 Existence of a new and approved Staff Establishment Structure for UDC	No	No	Yes	Yes	Yes	Yes		
			2.1.1 Staff Establishment structures for MoTIC reviewed to suite competence requirements	2.1.1.1 Existence of a new and approved Staff Establishment Structure for MoTIC	No	Yes	Yes	Yes	Yes		Yes
			2.1.2 Staff Establishment structures for UEPB reviewed to suite competence requirements	2.1.2.1 Existence of a new and approved Staff Establishment Structure for UEPB	No	Yes	Yes	Yes	Yes		Yes
		2.1.3 Staff Establishment structures for MTAC reviewed to suite competence requirements	2.1.3.1 Existence of a new and approved Staff Establishment Structure for MTAC	No	No	Yes	Yes	Yes	Yes	MoTIC; MTAC	
		2.1.4 Staff Establishment structures for UDC reviewed to suite competence requirements	2.1.4.1 Existence of a new and approved Staff Establishment Structure for UDC	No	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		2.1.5 Staff Establishment structures for UNBS reviewed to suite competence requirements	2.1.5.1 Existence of a new and approved Staff Establishment Structure for UNBS	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UNBS
		2.1.6 Staff Establishment structures for UWRSA reviewed to suite competence requirements	2.1.6.1 Existence of a new and approved Staff Establishment Structure for UWRSA	No	No	Yes	Yes	Yes	Yes	MoTIC; UWRSA
	2.2 Increase staffing of Sector Institutions in line with their staff establishment structures	2.2.1 All vacant posts in the institutional structures filled in MoTIC	2.2.1.1 Number of staff recruited	10	10	20	10	10	10	MoTIC
		2.2.2 All vacant posts in the institutional structures filled in UDC	2.2.2.1 Number of staff recruited	10	10	10	10	10	10	UDC
		2.2.3 All vacant posts in the institutional structures filled in MTAC	2.2.3.1 Number of staff recruited	10	10	10	10	10	10	MTAC
		2.2.4 All vacant posts in the institutional structures filled in UEPB	2.2.4.1 Number of staff recruited	10	10	10	10	10	10	UEPB
		2.2.5 All vacant posts in the institutional structures filled in UIRI	2.2.5.1 Number of staff recruited	10	10	10	10	10	10	UIRI
		2.2.6 All vacant posts in the institutional structures filled in UNBS	2.2.6.1 Number of staff recruited	10	10	10	10	10	10	UNBS
		2.2.7 All vacant posts in the institutional structures filled in UWRSA	2.2.7.1 Number of staff recruited	10	10	10	10	10	10	UWRSA
	2.3 Enhance skilling and knowledge of Institutional Staff to	2.3.1 Skills and knowledge of staff at MoTIC enhanced	2.3.1.1 Number of staff trained in the relevant skills and knowledge	7	10	15	20	20	30	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
Increase their capacity to deliver Services		2.3.2 Human resource capacity at MTAC developed	2.3.2.1 Number of courses attended	10	14	15	15	10	12	MTAC
			2.3.2.2 Number of staff trained	20	50	70	80	100	120	
			2.3.2.3 Number of skilled labour force passed out per year	20	50	70	80	100	120	
		2.3.3 Skills and knowledge of staff at UDC enhanced	2.3.3.1 Number of staff trained in the relevant skills and knowledge	7	10	15	20	20	30	UDC
		2.3.4 Skills and knowledge of staff at UIRI enhanced	2.3.4.1 Number of staff trained in the relevant skills and knowledge	7	10	15	20	20	30	UIRI
		2.3.5 Skills and knowledge of staff at UNBS enhanced	2.3.5.1 Number of staff trained in the relevant skills and knowledge	7	10	15	20	20	30	UNBS
		2.3.6 Skills and knowledge of staff at UEPB enhanced	2.3.6.1 Number of staff trained in the relevant skills and knowledge	7	10	15	20	20	30	UEPB
		2.3.7 Skills and knowledge of staff at UWRSA enhanced	2.3.7.1 Number of staff trained in the relevant skills and knowledge	7	10	15	20	20	30	UWRSA
		2.3.8 Training needs and competencies identified	2.3.8.1 Availability of a Training Needs Assessment Report	No	No	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.3.9 A Comprehensive Staff Development Plan prepared and implemented	2.3.9.1 Availability of a Staff Development Plan	No	No	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
	2.4 Strengthen Governance and Staff Performance Structures and Systems in all Sector Institutions	2.4.1 Sector Top Management Meetings and Retreats facilitated	2.4.1.1 Number of Sector Top Management Meetings and Retreats facilitated	12	12	12	12	12	12	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.4.2 Sector End-of-Year Party and Awards organised	2.4.2.1 Sector Institutional End-of-Year Party and Awards held	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
	2.5 Sector Institutional Staff knowledgeable and aware of HIV/AIDS Issues	2.4-3 Sector Institutional Boards facilitated and performance monitored	2.4-3-1 Number of Board Meetings held	0	24	24	24	24	24	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.5-1 Sector Institutional Staff sensitized on HIV/AIDS issues	2.5-1-1 Number of Sensitization workshops and seminars organised	7	20	20	20	20	20	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.5-2 Medical Support and other Special Assistance offered to Sector Institutional Staff affected by HIV/AIDS	2.5-2-1 Existence of Budget Allocation in Sector Institutions towards support of HIV/AIDS Affected Staff	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.5-3 Sector Institutional HIV/AIDS Policy developed and implemented	2.5-4 Existence of HIV/AIDS Policy for the Sector Institutions	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.6-1 Sector Institutional Staff sensitized on developing dynamics on the treatment and mainstreaming of Gender Issues in Service Delivery	2.6-1-1 Number of Sensitization workshops and seminars organised	7	20	20	20	20	20	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
	2.6 Mainstream Gender Aspects and Issues in Sector Institutional Setup	2.6-2 Sector Institutional Gender Policies developed and implemented	2.6-2-1 Existence of Gender Policies for all Sector Institutions	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.7-1 Staff in various Sector Institutions availed with valid and secure Identifications	2.7-1-1 All Institution Staff holding valid Identity Cards	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.7-2 Biometric Systems installed at Institutional Premises for Security of Staff and Records	2.7-2-1 Number of Sector Institutional Premises with operational Biometric Systems	0	0	1	4	6	7	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
	2.7 Strengthen Human Resource Management									

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
3. Strengthen Sector Institutional Infrastructure	3.1 Establish and rehabilitate where necessary Sector Institutional Premises	2.7.3 Client Charters prepared and reviewed for the Sector Institutions	2.7.3.1 Existence of up-to-date Client Charters	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.7.4 A Team Spirit harnessed among Human Resource in Sector Institutions	2.7.4.1 Number of Team Building Events arranged	6	12	12	12	12	12	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		2.7.5 Security Record Management digitalised for more efficiency and protection of records	2.7.5.1 Digital Record Management System installed and operational	No	Yes	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		3.1.1 Integrated Institutional Premises established for Sector MDAs as a one-stop center	3.1.1.1 Land available for the one-stop premises 3.1.1.2 Existence of an Architectural and Development Plan 3.1.1.3 Percentage progress on Capital works for the one-stop center	No No 0%	No Yes 0%	Yes Yes 20%	Yes Yes 40%	Yes Yes 60%	Yes Yes 90%	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		3.1.2 Existing Institutional premises rehabilitated	3.1.2.1 Number of Institutional Premises rehabilitated	0	2	3	4	5	5	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		3.1.3 Institutional Premises furnished with the requisite Office Equipment and furnishings	3.1.3.1 Number of Institutional Premises rehabilitated	0	2	3	4	5	5	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; UDC
		3.1.4 Disaster mitigation systems established at Institutional Premises	3.1.4.1 Existence of Disaster mitigation systems at all premises	No	No	Yes	Yes	Yes	Yes	MoTIC; UIRI; UNBS; MTAC; UDC; UEPB
		3.2.1 Resource Centres established at MoTIC, MTAC, UEPB, UDC, UIRI,	3.2.1.1 Existence of operational and functional MoTIC Resource Centre	Yes	Yes	Yes	Yes	Yes	Yes	MoTIC

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20		
	to support staff conduct their duties and/or deliver services	UNBS	3-2.1.2 Existence of operational and functional MTAC Resource Centre	Yes	Yes	Yes	Yes	Yes	Yes	Yes	MTAC
			3-2.1.3 Existence of operational and functional UIRI Resource Centre	No	No	Yes	Yes	Yes	Yes	Yes	UIRI
			3-2.1.4 Existence of operational and functional UNBS Resource Centre	No	No	Yes	Yes	Yes	Yes	Yes	UNBS
			3-2.1.5 Existence of operational and functional UEPB Resource Centre	No	No	Yes	Yes	Yes	Yes	Yes	UEPB
			3-2.1.5 Existence of operational and functional UDC Resource Centre	No	No	Yes	Yes	Yes	Yes	Yes	UDC
			3-2.2.1 Percentage of MoTIC Resource Centre re-equipped	40%	50%	60%	70%	90%	95%	MoTIC	
	3-2.2 Institutional Resource Centres re-equipped with functioning Internet services, Information access system, books, reference section, computer equipment and requisite furniture	3-2.2.2 Percentage of MTAC Resource Centre re-equipped	40%	50%	60%	70%	90%	95%	MTAC		
		3-2.2.3 Percentage of UIRI Resource Centre re-equipped	0%	10%	20%	30%	40%	50%	UIRI		
		3-2.2.4 Percentage of UNBS Resource Centre re-equipped	0%	10%	20%	30%	40%	50%	UNBS		
		3-2.2.5 Percentage of UEPB Resource Centre re-equipped	0%	10%	20%	30%	40%	50%	UEPB		
		3-2.2.6 Percentage of UDC Resource Centre re-equipped	0%	10%	20%	30%	40%	50%	UDC		

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
		3.2.3 Technical Officers equipped with requisite ICT Equipment (Desktop Computers, Laptops, Printers, Modems etc)	3.2.2.7 Percentage of UWRSA Resource Centre re-equipped	0%	10%	20%	30%	40%	50%	UWRSA
			3.2.3.1 Number of Sets of ICT Equipment procured for MoTIC	5	10	20	15	20	20	MoTIC
			3.2.3.1 Number of Sets of ICT Equipment procured for UDC	5	5	10	15	15	15	UDC
			3.2.3.1 Number of Sets of ICT Equipment procured for UIRI	7	10	10	10	10	10	UIRI
			3.2.3.1 Number of Sets of ICT Equipment procured for UNBS	10	15	15	15	15	15	UNBS
			3.2.3.1 Number of Sets of ICT Equipment procured for UEPB	10	10	7	7	7	7	UEPB
			3.2.3.1 Number of Sets of ICT Equipment procured for MTAC	5	10	10	10	10	10	MTAC
			3.2.3.1 Number of Sets of ICT Equipment procured for UWRSA	0	2	2	5	5	5	UWRSA
			3.2.4.1 Percentage establishing and equipping of Telecommunication Network at MoTIC	20%	30%	50%	60%	70%	90%	MoTIC
			3.2.4.2 Percentage establishing and equipping of Telecommunication Network at UDC	50%	60%	70%	80%	85%	90%	UDC
		3.2.4 Institutional Telecommunication Equipment and Infrastructure maintained and repaired	3.2.4.3 Percentage establishing and equipping of Telecommunication Network at UIRI	50%	60%	70%	80%	85%	90%	UIRI

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
			3-2.4.4 Percentage establishment and equipping of Telecommunication Network at UNBS	60%	65%	70%	80%	85%	90%	UNBS
			3-2.4.5 Percentage establishment and equipping of Telecommunication Network at UEPB	50%	50%	60%	70%	80%	90%	UEPB
			3-2.4.6 Percentage establishment and equipping of Telecommunication Network at MTAC	40%	60%	70%	80%	85%	90%	MTAC
			3-2.4.7 Percentage establishment and equipping of Telecommunication Network at UW RSA	0%	50%	60%	70%	80%	90%	UW RSA
			3-2.5.1 Percentage establishment and equipping of Computer Network at MoTIC	20%	30%	50%	60%	70%	90%	MoTIC
			3-2.5.2 Percentage establishment and equipping of Computer Network at UDC	50%	60%	70%	80%	85%	90%	UDC
			3-2.5.3 Percentage establishment and equipping of Computer Network at UIRI	50%	60%	70%	80%	85%	90%	UIRI
		3-2.5 Institutional Computer Networks and Equipment installed, serviced and maintained for better connectivity and coordination in Service Delivery	3-2.5.4 Percentage establishment and equipping of Computer Network at UNBS	60%	65%	70%	80%	85%	90%	UNBS
			3-2.5.5 Percentage establishment and equipping of Computer Network at UEPB	50%	50%	60%	70%	80%	90%	UEPB

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
3.3 Enhance Locomotive Support to the Sector Institutions to enable them improve Service Delivery	3.3 Enhance Locomotive Support to the Sector Institutions to enable them improve Service Delivery	3.3.1 Vehicles procured to improve service delivery	3.2.5.6 Percentage establishing and equipping of Computer Network at MTAC	40%	60%	70%	80%	85%	90%	MTAC
			3.2.5.7 Percentage establishing and equipping of Computer Network at UWRSA	0%	50%	60%	70%	80%	90%	UWRSA
			3.3.1.1 Number of vehicles procured for MoTIC	N/A	2	4	4	4	4	MoTIC
			3.3.1.2 Number of vehicles procured for UDC	N/A	2	4	3	5	2	UDC
			3.3.1.3 Number of vehicles procured for UIRI	N/A	4	2	2	2	0	UIRI
		3.3.2 Motorcycles procured to improve service delivery	3.3.1.4 Number of vehicles procured for UNBS	N/A	20	10	5	4	3	UNBS
			3.3.1.5 Number of vehicles procured for MTAC	N/A	2	3	4	1	1	MTAC
			3.3.1.6 Number of vehicles procured for UWRSA	0	1	1	1	1	0	UWRSA
			3.3.1.7 Number of vehicles procured for UEPB	2	3	3	2	1	1	UEPB
			3.3.1.8 Number of vehicles procured for LGs Commercial Services Depts	0	70	70	0	0	0	MoTIC; MoLG
		3.3.2 Motorcycles procured to improve service delivery	3.3.2.1 Number procured for MoTIC	2	2	2	2	2	2	MoTIC
			3.3.2.2 Number procured for UIRI	N/A	2	2	2	2	2	UIRI
			3.3.2.3 Number procured for UNBS	N/A	5	5	5	5	5	UNBS
			3.3.2.4 Number procured for MTAC	N/A	1	1	1	1	1	MTAC
			3.3.2.5 Number procured for UWRSA	0	1	1	0	0	0	UWRSA

OBJECTIVE	STRATEGIC INTERVENTION	OUTCOME / OUTPUT	INDICATORS	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	RESPONSIBILITY CENTRE
				2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	
			3-3-2.6 Number procured for UEPB	N/A	2	2	2	2	2	UEPB
			3-3-2.7 Number procured for LGs Commercial Services Depts	50	50	50	50	0	0	MoTIC; MoLG
		3-3.3 A maintenance and service schedule for locomotives produced and operational	3-3-3.1 Number of vehicles repaired and serviced	0	104	201	222	240	251	MoTIC; UIRI; UNBS; MTAC; UWRSA; UEPB; LGs
			3-3-3.2 Number of motorcycles repaired and serviced	52	102	152	202	202	202	
			3-3-3.3 Periodic Reports on maintenance and servicing produced for all Sector MDAs	Yes	Yes	Yes	Yes	Yes	Yes	

Section 6

Annexes

Annex 1 Logical Framework – Trade, Industry and Cooperatives

Annex 2 District Profiles

SN	District	Original District	Year	Population	Land Size

Annex 3 List of Uganda's Missions, Embassies and Consulates

Annex 4 References

The National Trade Policy, 2008
The National Industrial Policy
The National Cooperatives Policy
The National Trade Sector Development Plan
The Draft National Trade Sector Development Plan II
The Second National Development Plan
The National Development Plan, 2010

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