

## Table of Contents

Accronyms /Abbreviations .....	2
<b>Foreword</b> .....	3
1. Introduction .....	6
2. Programme Summary .....	6
2.1 Programme Goal and Objectives .....	7
2.2 Programme outcomes and indicators .....	7
2.3 Sub-programme intermediate outcomes and indicators .....	8
3. Implementation reforms under the Manufacturing Programme .....	9
4. Programme Action Plan.....	9
5. Programme Financing Framework .....	9
6. Programme Governance Framework .....	11
6.1 High Level Public Policy Management Executive Forum (Apex Platform) .....	12
6.2 Leadership and Coordination at Office of the Prime Minister.....	12
6.3 Leadership Committee .....	12
6.4 Programme Working Group .....	13
6.5 Technical Working Group .....	15
6.6 The Secretariat for the Manufacturing Programme.....	15
7. Programme Monitoring and Evaluation Framework .....	17
7.1 Monitoring and Evaluation Activities .....	17
7.2 Roles and Responsibilities for M&E.....	18
8. NDP III Projects under the Mineral Development Programme.....	19
Annexes .....	20
Annex 1: Manufacturing Costed Programme Action Implementation Matrix.....	21
Annex 2: Results Framework, Programme Outcomes.....	37
Annex 3: Results Framework, Sub-Programme Intermediate Outcomes .....	39

**Accronyms /Abbreviations**

UDC	-	Uganda Development Corporation
PIAP	-	Programme Implementation Action Plan
PWG	-	Programme Working Group
SDG	-	Sustainable Development Goals
SMEs	-	Small Medium Enterprises
PET	-	Polyethylene terephthalate
HDPE	-	High-Density Polyethylene
LDPE	-	Low-Density Polyethylene
PP	-	Polypropylene
UEPB	-	Uganda Export Promotion Board

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## Foreword

On behalf of the Ministry of Trade Industry and Cooperatives the Programme leader Manufacturing Programme Working Group , I take this opportunity to present to you the Manufacturing Programme Implementation Action Plan (PIAP) 2021 – 2025 which summarises the commitments of the manufacturing Programme towards the implementation of the Third National Development Plan NDP III.

The preparation of the PIAP document followed an elaborate process including consultation with the key stakeholders under the Manufacturing Programme. Due consideration was given to include submissions from the membership of Manufacturing Programme Working Group. Aware that the objectives of the manufacturing programme can only be delivered through the shared responsibility.

I take this opportunity to reiterate my commitment to providing the necessary support for the successful implementation of the Plan.

I thank all members of the programme working group for the support and efforts towards development of the PIAP.

For God and My Country

**Amelia Kyambadde(MP)**  
**MINISTER OF TRADE INDUSTRY AND COOPERATIVES**

## DETAILED ACTION PLAN FY2020/21-2024/25

### Programme: MANUFACTURING

Program Lead Ministry: Ministry of Trade Industry and Cooperatives

Program Technical Lead: The Permanent Secretary, Ministry of Trade Industry and Cooperatives

#### Lead Implementing Institutions

- i) Ministry of Trade Industry and Cooperatives, Chair
- ii) Ministry of Finance Planning and economic Development, MoFPED,
- iii) Uganda Bureau of Statistics, UBOS
- iv) Uganda Development Bank, UDB
- v) Uganda Development Corporation, UDC
- vi) Uganda Industrial Research Institute, UIRI
- vii) Uganda Manufacturers Association, UMA
- viii) Uganda National Bureau of Standards, UNBS
- ix) Ministry of Agriculture Animal Industry and Fisheries, MAAIF
- x) Ministry of Energy and Mineral Development, MEMD
- xi) Ministry of Information Communication Technology & National Guidance, MICT&NG
- xii) Ministry of Foreign Affairs, MOFA
- xiii) Ministry of Health, MOH
- xiv) Ministry of Local Government, MOLG
- xv) Ministry of Science and Technology, MOSTI
- xvi) Ministry of Water and Environment, MOWE
- xvii) Ministry of Works and Transport, MOWT
- xviii) National Environment Management Authority, NEMA
- xix) Uganda Export Promotion Board, UEPB
- xx) Uganda Free Zones Authority, UFZA
- xxi) Uganda Investment Authority, UIA
- xxii) Uganda Revenue Authority, URA
- xxiii) Uganda National Roads Authority, UNRA
- xxiv) Uganda Small scale Industrial Association, USSIA
- xxv) Uganda Cleaner Production Centre, UCPC
- xxvi) Uganda Warehouse Receipt Systems Authority, UWRSA
- xxvii) National Water and Sewerage Corporation, NWSC
- xxviii) UMEME,
- xxix) Uganda Electricity Transmission Company Ltd, UETCL
- xxx) Uganda Electricity Distribution Company Ltd, UEDCL
- xxxii) Rural Electrification Agency, REA
- xxxiii) Electricity Regulatory Authority, ERA
- xxxiiii) National Drug Authority, NDA

#### Other Institutions

- i) Private Sector Foundation Uganda, PSFU
- ii) Bank of Uganda, BOU
- iii) Public Universities, (Academia)
- iv) Ministry of Internal Affairs, MOIA
- v) Ministry of Justice and Constitutional Affairs, MOJCA

- vi) National Planning Authority, NPA
- vii) Uganda Peoples Defense Forces, UPDF
- viii) Uganda Police Force, UPF
- ix) Uganda Prisons Service, UPS
- x) Kampala City Traders Association, KACITA
- xi) Uganda Local Government Association, ULGA
- xii) Uganda Bankers Association, UBA
- xiii) Insurance Regulatory Authority, IRA
- xiv) Uganda National Chamber of Commerce and Industry, UNCCI

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## 1. Introduction

The goal of the Third National Development Plan (NDPIII) 2020/21 - 2024/25 is to Increase Household Incomes and Improved Quality of Life of Ugandans and this will be achieved through implementation of the 18 NDPIII programmes. The NDP III has 5 Strategic Objectives:

- (i) Enhance value addition in key growth opportunities;
- (ii) Strengthen the private sector capacity to drive growth and create jobs;
- (iii) Consolidate and increase the stock and quality of productive infrastructure;
- (iv) Enhance the productivity and social wellbeing of the population; and
- (v) Strengthen the role of the state in guiding and facilitating development

These objectives guide the selection of the 18 programmes under NDP III. The Manufacturing Programme falls under the second objective, “Strengthen the private sector capacity to drive growth and create jobs”.

This Programme Implementation Action Plan (PIAP) outlines the key outputs together with their actions that will be delivered by participating institutions in response NDP III outcomes under the Programme of Manufacturing over the period 2020/21 to 2024/25. The PIAP consists of the follow 5 key sections;

- (i) Introduction
- (ii) Programme Summary
- (iii) Programme Action Plan
- (iv) Programme Financing Framework
- (v) Programme Governance Framework
- (vi) Programme Monitoring Framework

## 2. Programme Summary

The Programme was selected to address Uganda’s challenge of having a manufacturing sub-sector that is small, uses basic technology and creates low quality and quantity of gainful jobs. This is due to: (i) lack of requisite infrastructure to support manufacturing; (ii) limited access to financing mechanisms that can support manufacturing (iii) weak SMEs in the industrial sector; (iv) proliferation of substandard goods and counterfeits on the market; (v) Poor linkage between trade and industrial development (vi) lack of a support system to nurture innovations to full commercialisation (vii) high cost of doing business, (viii) low labour productivity due to inadequate skills, and (ix) weak legal framework to support and promote manufacturing.

The aspiration of Agenda 2030, among other things, is to promote inclusive and sustainable industrialization and foster innovation (SDG 9) and promote full and productive employment and decent work for all (SDG 8). Aspiration 1 of Agenda 2063 aims at transforming Africa’s economies through beneficiation from Africa’s natural resources, manufacturing, industrialization and value addition.

The EAC Vision 2050 targets leveraging industrialization for structural transformation and improved intra-regional and global trade. Specifically, it targets increasing manufacturing contribution to GDP by 10 percent. Uganda Vision 2040 states that a strong and competitive industrial base is important to create employment, advance technology and a resilient economy.

To achieve this, the Vision targets; developing industries that utilise the local potential, attracting industries that utilise green technologies from fast emerging economies, offshoring industries, establishing economic lifeline industries, and investing in strategic industries.

## 2.1 Programme Goal and Objectives

The goal of this Programme, therefore, is to increase the range and scale of locally manufactured products for import substitution and increased exports. Its key Objectives are:

1. Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle);
2. Increase value addition for import substitution and enhanced exports;
3. Develop financial and logistical systems to increase access to regional and international markets and;
4. Strengthen the legal and institutional framework to support manufacturing

## 2.2 Programme outcomes and indicators

NDP III has also outlined ITDT Programme outcomes as

- (i) Increased number of jobs in the economy
- (ii) Increased number of SMEs producing for the local and international markets
- (iii) Better terms of trade
- (iv) Improved legal and institutional framework

Table 1 shows the mapping of the outcomes to the manufacturing Programme Objectives

**Table 1: Mapping of Outcomes to Objectives**

Objective	Outcome
1) Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle)	Increased number of jobs in the economy
2) Increase value addition for import substitution and enhanced exports	Increased number of SMEs producing for the local and international markets
3) Develop financial and logistical systems to increase access to regional and international markets	Better terms of trade
4) Strengthen the legal and institutional framework to support manufacturing	Improved legal and institutional framework

The key NDP III targets under the ITDT Programme are;

- i) Reduce the value of imported medical products and pharmaceuticals from USD 285.6 million to USD 200 million;
- ii) Increase the share of manufactured exports to total exports from 12.3 percent to 19.8 percent;
- iii) Increase the industrial sector contribution to GDP from 27.1 percent to 28.6 percent;
- iv) Increase the share of manufacturing jobs to total formal jobs from 9.8 percent to 10 percent;

- v) Increase share of labour force employed in the industrial sector from 7.4 percent to 10 percent; and
- vi) Increase manufacturing value added as a percentage of GDP from 8.3 percent to 10 percent.

The Indicators listed in the Table 2 will be used to measure progress towards the Outcomes under the Programme;

**Table 2: Manufacturing Programme Outcome Indicators**

Outcome	Indicators
Objective 1: Develop the requisite infrastructure to support manufacturing in line with Uganda’s planned growth corridors (triangle)	
Increased number of jobs in the economy	1.1 Industrial sector contribution to GDP (%)
	1.2 Contribution of manufacturing to industrial GDP (%)
Objective 2: Increase value addition for import substitution and enhanced exports	
Increased number of SMEs producing for the local and international markets	2.1 Share of manufacturing jobs to total formal jobs (%)
	2.2 Share of labour force employed in the industrial sector (%)
Objective 3: Develop financial and logistical systems to increase access to regional and international markets	
Better terms of trade	3.1 Share of manufactured exports to total exports (%)
	3.2 Manufacturing value added (USD million)
	3.3 Manufacturing value added as a percentage of GDP
	3.4 Trade concentration (%)
	3.5 Share of regional and global trade (%)
Objective 4: Strengthen the legal and institutional framework to support manufacturing	
Improved legal and institutional framework	4.1 Formal enterprises as a share of GDP

### 2.3 Sub-programme intermediate outcomes and indicators

The Manufacturing Sub-Programmes are:

1. Manufacturing Supporting Infrastructure
2. Enhanced Exports and Import Substitution
3. Legal and Institutional Framework
4. Institutional strengthening and Coordination

**Table 3: Sub-Programme and intermediate Outcomes**

Sub-programme 1: 1. Manufacturing Supporting Infrastructure	
<b>Programme Objective (s) contributed to by sub-programme:</b>	
Objective 1: Developing the requisite infrastructure to support manufacturing in line with Uganda’s planned growth corridors (triangle)	
Intermediate Outcomes	Indicators



<b>Sub-programme 2: Enhanced Exports and Import Substitution</b>	
<b>Programme Objective (s) contributed to by sub-programme:</b>	
2.Increasing value addition for import substitution and enhanced exports	
3.Developing financial and logistical systems to increase access to regional and international markets	
<b>Intermediate Outcomes</b>	<b>Indicators</b>
<b>Sub-programme 3: Legal and Institutional Framework</b>	
<b>Programme Objective (s) contributed to by sub-programme:</b>	
4. Strengthening the legal and institutional framework to support manufacturing	
<b>Intermediate Outcomes</b>	<b>Indicators</b>

### 3. Implementation reforms under the Manufacturing Programme

The key implementation reforms required to fully implement this Programme and realise Expected goals in the next five years:

1. Addressing the Gaps Skills Gap Human resources
2. Provision of incentives to Investors in manufacturing
3. Provision of adequate funding for manufacturing linked to Natural resources

### 4. Programme Action Plan

The costed Programme Action Matrix (Annex 1) lists the outputs and actions that will be implemented to deliver Programme outcomes over the period 2020/21 to 2024/25. Outputs were derived by the MDAs in the Programme Working Group (PWG) from NDP III interventions which are aligned to the 4 programme objectives in the NDP III. In turn, the actions in the Action Plan were generated by MDAs on the basis of these outputs. Each action has annualized costs for the period of the plan (5 years).

### 5. Programme Financing Framework

Table 4 and 5 provide the summary of annualized costs for implementing the PIAP by Sub-programme and MDA, respectively. Detailed costs by Interventions are provided in Annex 2.

Table 4: Summary PIAP Annualised Costs by Sub-Programme

Sub-programme	Annualised Cost Projections (Billions)					Total
	2020/21	2021/22	2022/23	2023/24	2024/25	
Sub-programme 1:						
Sub-programme 2:						

<b>Sub-programme 3:</b>						
<b>Grand Total</b>						

Objective	Annualised Cost Projections (Billions)					Total
	2020/21	2021/22	2022/23	2023/24	2024/25	
1. Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle)	53.35	1287.394	1423.567	1239.641	1139.424	5143.376
2. Increase value addition for import substitution and enhanced exports	28.95	2910.15	3151.35	3316.25	3224.85	12631.55
3. Develop financial and logistical systems to increase access to regional and international markets	75.02	139.685	189.375	262.376	175.905	842.361
4. Strengthen the legal and institutional framework to support manufacturing	1.61	10.48	12.56	11.92	12.37	48.94
<b>Grand Total</b>	<b>158.93</b>	<b>4347.709</b>	<b>4776.852</b>	<b>4830.187</b>	<b>4552.549</b>	<b>18,666.23</b>

**Table 5: Summary PIAP Annualised Costs by lead MDA**

MDA	Annualised Cost Projections (Billions)					Total
	2020/21	2021/22	2022/23	2023/24	2024/25	
MTIC	67.58	2,789.84	3123.72	3340.78	3292.23	12613.98
UIA	0.2	125.2	140.2	115.2	15	396
UZFA	0	32.144	152.217	0.291	0.374	185
State House	50	5	10	10	5	80
UNRA						
NITA(U)						
NDA	0.1	0.3	0.3	0.03	0.3	1
MoFPED	0	1000.3	1000.5	1000.5	1000	4,001

MDA	Annualised Cost Projections (Billions)					Total
	2020/21	2021/22	2022/23	2023/24	2024/25	
UNBS	40.9	125.89	129.34	142.86	169.83	609.2
UEPB	0	0.2	0.2	0.2	0.2	1
MOSTI	1	114.5	42	31.5	1	190
URA	0	1.19	1.19	1.19	1.19	4.76
KMC	0	258.6	204.4	220.5	68	752
URSB	0.2	0.2	0.2	0.2	0.2	1
Secretariat						
<b>Grand Total</b>	159.98	4,453.364	4,804.267	4,863.251	4,553.324	18,834.94

## 6. Programme Governance Framework

Institutional structures for the management of Programme implementation will be as given in Figure 1 and will comprise of 4 levels; (i) Apex Platform, (ii) The Office of the Prime Minister and Clusters, (iii) The Leadership Committee, (iv) the Programme Working Group, and (v) Technical Working Group. These will bring together government institutions (MDAs / LGs) and partners (DPs, CSOs) at different levels (political, policy and technical) to drive the implementation of each programme. A Secretariat for the programme will provide coordination and administrative support to these structures.

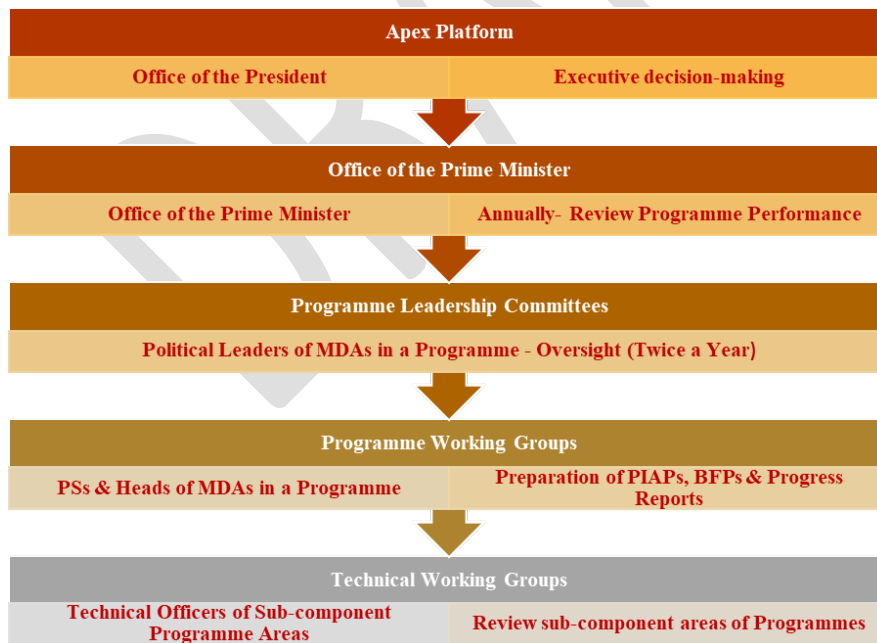


Figure 1: Programme Institutional Structure

It is important that structures of various strategies and initiatives are closely related to each programmes mandate and these are streamlined and integrated within the programme

structures to avoid duplication of efforts and to improve coordination. A deliberate effort will be made to ensure future strategies or initiatives are coordinated within programme structures to the extent possible to minimise duplication.

### **6.1 High Level Public Policy Management Executive Forum (Apex Platform)**

This forum is intended to strengthen effective public policy management and promotion of good governance practices. The platform will act as a convener for four government institutions that include; Office of the President, Office of the Prime Minister, Ministry of Finance, Planning and Economic Development, and National Planning Authority through an annual NDP forum chaired by H.E the President.

### **6.2 Leadership and Coordination at Office of the Prime Minister**

The Prime Minister, as leader of Government Business and the overall coordinator, will be responsible for overall leadership of NDPIII implementation. OPM will house a Secretariat that will consolidate progress reports from Ministries leading the implementation of individual Programmes. Through the APEX, the OPM will submit an Annual Government NDPIII Programme Performance Report to H.E. the President.

### **6.3 Leadership Committee**

The Leadership Committee (LC) shall consist of political leaders (Minsters, Board Chairpersons) of MDAs with the Minister of Trade Industry and Cooperatives as the chairperson in each case. Membership of the Leadership Committees for Manufacturing will be;

1. Minister of Trade Industry and Cooperatives (Chairperson)
2. Minister, Office of the President
3. Minister, OPM
4. Minister, Local Governments
5. Ministry of Public Service
6. Ministry of Justice and Constitutional Affairs, MOJCA
7. National Planning Authority, NPA
8. Ministry of Finance Planning and economic Development, MoFPED,
9. Ministry of Agriculture Animal Industry and Fisheries, MAAIF
10. Uganda Development Corporation UDC
11. Uganda Manufacturers Association, UMA
12. Uganda National Bureau of Standards, UNBS
13. Ministry of Energy and Mineral Development, MEMD
14. Ministry of Information Communication Technology & National Guidance, MICT&NG
15. Ministry of Foreign Affairs, MOFA
16. Ministry of Health, MOH
17. Ministry of Local Government, MOLG
18. Ministry of Science and Technology, MOSTI
19. Ministry of Water and Environment, MOWE
20. Ministry of Works and Transport, MOWT
21. National Environment Management Authority, NEMA
22. Uganda Export Promotion Board, UEPB
23. Uganda Free Zones Authority, UFZA

24. Uganda Investment Authority, UIA
25. Uganda National Roads Authority, UNRA
26. Uganda Cleaner Production Centre, UCPC
27. Uganda Warehouse Receipt Systems Authority, UW RSA
28. Uganda Electricity Transmission Company Ltd, UETCL
29. Rural Electrification Agency, REA
30. Electricity Regulatory Authority, ERA
31. National Drug Authority, NDA
32. Private Sector Foundation Uganda, PSFU
33. Uganda Bankers Association, UBA
34. Uganda National Chamber of Commerce and Industry, UNCCI

### **Function of Leadership Committee**

The Committees shall have an oversight function over the Programme implementation enabling policy level coordination and monitoring progress towards target programme outcomes. The Committee is also expected to ensure accountability for results by PWGs. Specific functions for the committee shall be;

- (i) Provide political and policy guidance and advocacy; review and act as a clearing house for sector policies before cabinet, and advocate for approval of Programme-based policies before Cabinet and Parliament;
- (ii) Monitor implementation of Programme based policies and support the PWGs in resolution of impediments to implementation of such policies
- (iii) Monitor Programme implementation based on Programme outcome targets and support resolution of political or policy constraints during implementation
- (iv) Approve the Half Annual and Annual Programme performance reports provided by the PWGs
- (v) Advocate for mobilisation of resources to support Programme implementation where there are financing gaps

Meeting; Inputs and Outputs

The Leadership Committee shall meet 2 times in a year;

- (i) At the annual Programme review (September / October); to consider the annual programme Performance report, to review Programme performance, understanding emerging policy issues and agree to Programme targets for the following year, and
- (ii) In February each year to consider the half-annual Performance report and to be appraised of Programme implementation.

The key input documents to the work of the Leadership Committee namely half annual and annual performance reports, shall include a policy level section on performance and emerging issues, targeting the LC role for oversight and decision making.

### **6.4 Programme Working Group**

The Programme Working Group shall be the highest technical organ for the Programme. It shall be chaired by the Permanent Secretary of the Ministry of Trade Industry and Cooperative with membership drawn from Permanent Secretaries, and Heads of Institutions of the constituent programme MDAs (refer to Annex 1). Membership shall also include

representatives of Development Partner Groups, CSOs and Private Sector relevant to each Programme

#### Functions of Programme Working Group (PWGs)

The PWG shall be responsible for preparation of the Programme Implementation Plan, preparation of Programme Budget Framework Paper (PBFPs), Quarterly, Semi-Annual and Annual Programme performance reports and the medium-term budget strategy documents and issuing them to the Leadership Committee and approval. Specifically, the PWG will;

- (i) Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions;
- (ii) Formulate Programme Implementation Plan in line with the National Development Plan and the Manifesto of the ruling government;
- (iii) Joint clearance of projects for inclusion in the Public Investment Plan, a requirement by the Development Committee;
- (iv) Ensure alignment of the PIAP and PBFP with the NDP III;
- (v) Coordinating inter-ministerial and agency budget allocations in a consultative way ensuring transparency and accountability, and alignment with Programme priorities.
- (vi) Provide a platform for consultation and dialogue between programme MDAs and external partners (DPs) on strategic and policy matters related to the Programme;
- (vii) Examination and review of Programme related policies and plans, reviewing past performance, emerging policy issues and future spending pressures;
- (viii) Identify key outputs and programme performance targets both annually and in the medium term;
- (ix) Undertake monitoring and assessment of programme implementation – examining progress-based programme outcomes and interventions;
- (x) Monitor performance under associated strategies;
- (xi) Resolve Strategic emerging and cross-institutional issues impeding Programme implementation
- (xii) Prepare semi-annual and annual Programme reviews and reports and issues for consideration by the Leadership.
- (xiii) Review and approve Programme mid-term review report
- (xiv) Receive and consider reports of Technical Working Groups

#### Meeting: Inputs and Outputs

The PWG shall meet at least once every quarter. Specifically, the PWGs shall hold the following meetings, at minimum

- (i) A meeting at least 2 weeks (August / September) prior to the annual programme review to consider and approve the annual programme performance report and clear agency budget allocations - Quarter 1;
- (ii) A Meeting to consider the Programme Budget Framework Paper (PBFP) and clear new projects (October / November) - Quarter 2;
- (iii) In February, to consider and clear the Programme half annual performance Report - Quarter 3;
- (iv) In May / June, to take stock of Programme implementation for the year ending and final allocations for the new FY - Quarter 4;

The PWG shall use (i) reports of the Secretariat on Programme progress and performance and others related to programme budget, (ii) Report of the performance from MDAs, and (iii) analytical and policy-based reports of TWGs.

Programme Reports of the PWG shall be cleared by the Leadership Committee and forwarded to Office of the Prime Minister for further consideration.

### **6.5 Technical Working Group**

Due to the wide mandate under each programme and the large number of member institutions, TWGs shall be created to provide special platforms to consider in a more comprehensive way, the sub-component areas for each programme. This will allow the PWG to limit discussions to strategic issues of the Programme while at the same time ensuring adequate attention is given to the detail for each Programme within the TWG. Membership to each TWG shall continue to be cross-institutional, and shall include, where necessary, external partners (DPs, Private Sectors) to engender detailed technical dialogue. Under the Manufacturing Programme, there shall be four TWGs, which shall be formed along the Sub-Programme given in section 8.

#### **Functions of TWGs**

The TWGs shall undertake detailed planning and coordination, as well as detailed monitoring of the Programme implementation along specific programme objectives. Specifically, TWGs shall carry out the following functions;

- (i) Monitor the implementation of the thematic sections of the PIAP and raising issues for PWGs consideration,
- (ii) Review and clear thematic section of the Annual and semi-annual programme performance reports before consideration by the PWGs,
- (iii) Ensure harmony between PIAP in implementation with other sector strategies
- (iv) Develop position papers on policy and strategic issues in the thematic area for consideration by PWG;
- (v) Review new project concept notes and make recommendations to PWG for clearance

#### **Meeting; Inputs and Outputs**

The TWGs will define the frequency of their meetings. It will be expected to maintain a tracker for the emerging issues and to guide their discussions. The TWGs will generate implementation progress reports which will be presented at the PWG meetings.

### **6.6 The Secretariat for the Manufacturing Programme**

The Secretariat for the Manufacturing Programme will be a technical unit within the Ministry of Trade Industry and Cooperatives headed by a coordinator.

#### **Functions of the Secretariat**

The Secretariat will provide technical and administrative support and coordination to the Programme Working Group and MoSTI in the implementation Programmes

Specific functions of the Secretariat include:

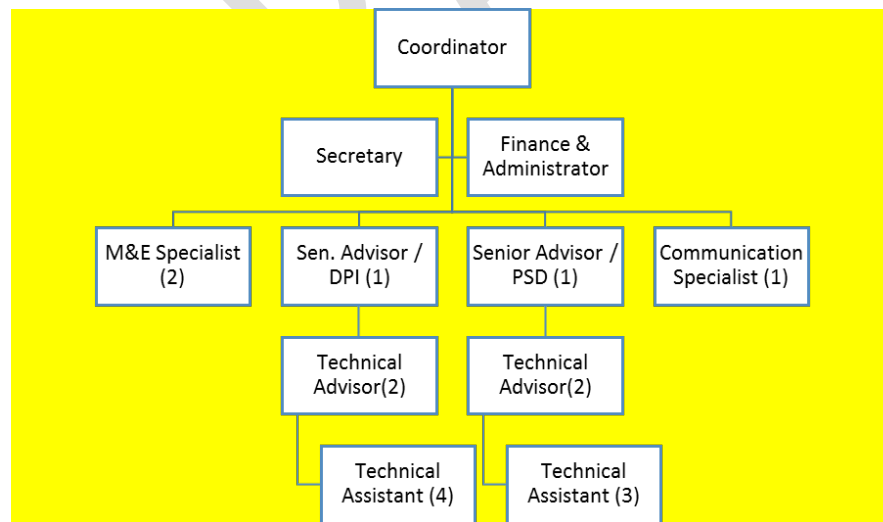
- i. Coordinate the preparation of the Programme Implementation Action Plans (including costing and Monitoring Frameworks) and Programme Budget Framework papers and ensuring alignment with NDP III, Manifesto and Presidential Directives;

- ii. Organise and guide meetings and activities of management structures for the Programme namely; the PWG and TWGs that will be put in place and keeping safe custody of the proceedings of these meetings and activities;
- iii. Prepare and disseminate quarterly, semi-annual and annual programme implementation reports;
- iv. Facilitate the annual Programme performance reviews
- v. Organise Programme monitoring, inspection and other activities to enable collection of physical data to facilitate evidence-based reporting;
- vi. Promote cooperation, learning and synergies within and outside the Programmes;
- vii. Ensure timely sharing and dissemination of key information to the PWG and Programme institutions to facilitate implementation of programme activities
- viii. Facilitate dialogue with partners (DPs, CSOs, etc.) around each programme on emerging policy and technical issues aimed at increasing impact on programme outcomes
- ix. Commission and Coordinate policy analytical work and technical studies aimed at improving impact of the various Programme reforms, interventions and services
- x. Establish relations and actively coordinating with other related Programmes and strategies
- xi. Coordinate any other Programme activities

**Structure of the Secretariat**

The Secretariat shall provide senior and lower level technical staff for the Programmes as illustrated in Figure 2;

**Figure 1: Structure of the Secretariat**



The Coordinator shall report to the Chair of the PWG – the Permanent Secretary, Ministry of Trade Industry and Cooperatives. Terms of Reference for the positions are to be elaborated in a separate Secretariat Operational Manual.

Key Programme Actions for the Secretariat



The following actions will be implemented under the Secretariat

- (i) Operationalising the Secretariat Structure: Recruiting to fill vacant staff position, strengthening staff skills to support the Programme structures in accordance with the terms of reference laid out above, and maintenance of the staff for the period of the Programme
- (ii) Preparing an operational manual to guide the work of the secretariat in support of Programme implementation
- (iii) Operating the M&E framework for the Programme including establishing a database for tracking all results, interventions and actions and an M&E subsystem for recording data and reporting on indicators
- (iv) Preparing and implementing a communications strategy for the Programme
- (v) Establishing a framework for sharing and using information across Programme MDAs as well as external stakeholders and the public
- (vi) Working together with planning units to strengthen their capacity enabling them to attend to their responsibility in mobilising and coordinating their institutions to support Programme activities
- (vii) Retooling and developing necessary infrastructure (such as for virtual meetings) to facilitate activities and operations of the Programme
- (viii) Maintaining the Secretariat offices operational

## **7. Programme Monitoring and Evaluation Framework**

Monitoring of performance under each of the programmes will be carried out through a series of activities over the implementation period. Performance will also be evaluated against a set of outcome and output indicators and targets listed in Annex 3

### **7.1 Monitoring and Evaluation Activities**

To the extent possible, the programme M&E shall be carried out using existing processes - mostly the annual planning and budgeting cycle. This will minimise duplication of efforts but also increase the adoption of results of these processes within the implementation cycle aligned to the annual budget process. M&E will therefore be carried out through the following activities;

#### **Half Annual and Annual Performance reports**

Half Annual (February) and Annual (September) reports will be used to compile progress and performance information based on the Action Plans and key performance indicators. These reports shall be coordinated by the Secretariat, working with the TWGs and presented to the PWG to review. They will also inform the Leadership Committee in their performance monitoring activities. The Annual Performance Report will also provide input into the annual review process.

#### **Annual Review and Evaluation**

The Programme annual review, taking place in September/October, shall constitute the main evaluation event each year. This event shall be attended by programme external partners (DPs, CSOs, etc.). During this event, the Leadership Committee shall receive the annual performance report. From time to time, the PWG may commission independent assessment

studies on any part of the programme in order to inform this evaluation. In such cases, reports from such studies will be received by the Leadership Committee. The event shall also be used to set targets for the following Financial Year.

### **Mid-term Review**

The PWG will commission a mid-term review of the programme in the Financial Year 2022/23 to carry out a detailed evaluation of the implementation and to inform it on progress made and changes that may be necessary to improve implementation. The review study shall be carried out with the help of external independent experts. The results of the review shall be considered and approved by the PWG. The review report shall also be presented to the Leadership Committee.

### **Diagnostic Studies**

The PWG may, from time to time, commission studies or surveys to obtain a deep analytical assessment of progress or impact of the entire programme or any part of it. Assessment can be subject specific or otherwise. Recommendation from such studies shall be considered by the PWG and possibly by the Leadership Committee

### **Physical Inspections**

The PWG may, from time to time, carry out physical inspections to collect physical evidence on programme implementation progress and performance. Reports of physical inspections shall inform the monitoring function of the PWGs

## **7.2 Roles and Responsibilities for M&E**

### **Secretariat**

The Programme Secretariat shall coordinate the preparation of half annual and annual programme report, for collecting and compiling data on all aspects of the programme; action plan, key results performance indicators, etc. The Secretariat shall also manage contracts related to external experts for various studies, including for the mid-term review, and shall organise all evaluation events (such as annual programme evaluation). The Secretariat shall maintain a database for all indicators under each of the programme to aid tracking and reporting.

### **Technical Working Groups**

Programme Technical Working Groups shall review sections of half annual and annual report relating to their thematic areas and clear these before the reports are submitted to PWGs. The TWGs shall also review reports of independent evaluation / assessment studies, clear them before their consideration by PWG

### **Programme Working Group**

PWG shall review and clear for LC consideration, report of half annual or annual performance together with that of the mid-term review. PWG also shall ensure the approved recommendations of monitoring and evaluation processes are integrated in the work-programme of the PWGs and tracked for their implementation

### **Leadership Committee**

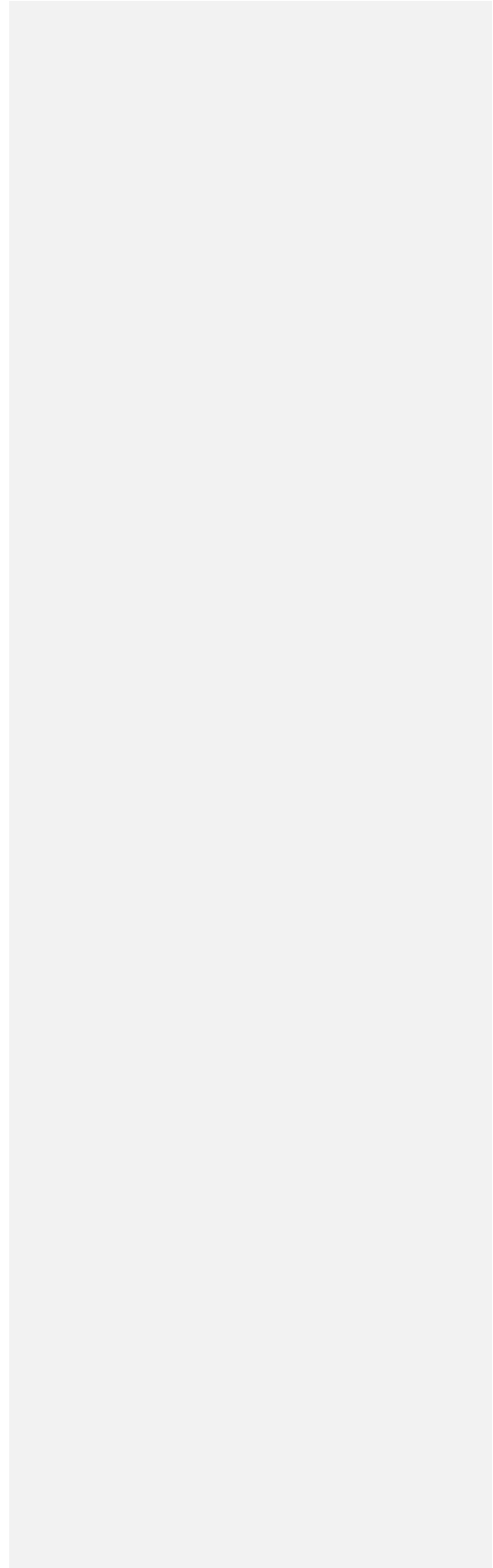
The Leadership Committee will consider half annual and annual performance reports

8. NDP III Projects under the Mineral Development Programme
  1. Rural Industrial Development Project (OVOP phases II) funded by GoU.

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Annexes

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### Annex 1: Manufacturing Costed Programme Action Implementation Matrix

Improved quality in the Automotive assembly and Manufacturing Industry developed	Number of standards and guidelines developed	Develop and regionally harmonise Standards and Guidelines for the Automotive Assembly and Manufacturing Industry												
	Updated vehicle register	Update vehicle registration to provide for power train type of vehicle, place of assembly/manufacture			2	0.3	3	0.3	2	0.3	2	0.3		
	Guidelines in place	Guidelines for VIN for vehicles made in Uganda												
Develop and enforce guidelines for disposal and recycling of end of life vehicles, used vehicles parts and electric vehicle waste management														
Kiira Vehicle Plant operationalised	%age level of equipping the Kiira Vehicle Plant	Purchase and Install of Plant Machinery, Equipment and Tools			50%	113.5	85%	41	100%	30.5			MoSTI, KMC, MTIC, MFPED, UNBS	
	Number of Vehicles Purchased by Government (Buses, PickUps and Tractors)	Provide offtake market by Government for locally made vehicles and parts			8,500	2,540	8,500	2,713	8,500	2,819	8,500	3,017	MTIC, MoWT, KMC, private sector, MAAIF, PPDA, MFPED, MoSTI	
Automotive Industrial and Technology Park developed	Number of Vehicle Plants and Parts Manufacturing Facilities Established	Establishment of Vehicle Plants and Parts Manufacturing Facilities			4	258.6	3	204.4	3	220.5	1	68	KMC, MTIC, UIA, UNBS, private sector, MoSTI	

Commented [E1]: Look at proper program placement of the budgets

Capacity of domestic industries to participate in the Automotive Industry Value Chain developed	Tax regime reviewed	Review the Tax regime to limit importation of the used vehicles and parts and incentivize importation of SKDs and CKDs						0.5	1	0.5			MoFPED, MTIC, URA, private sector,
	Number of domestic industries supported	Develop capacity of domestic industries to participate in the Automotive Industry Value Chain			3	1.3	6	2.6	6	2.6	6	2.6	MTIC, MOSTI, UIA, UNBS, MoES, UIRI, NCHE, UNCST, private sector, academia
		Facilitate establishment of recycling facilities for end-of-life automotive technology		0.5		1	1	1	1	3	1	3	MTIC, MoSTI, MWE, private sector, NEMA, UNBS, UIA
	Number of Calibration capabilities developed	Establish and develop calibration and measurement capacity for the automotive sector	5	20	20	50	50	50	60	60	100	75	UNBS, MoWT
Homologation and type approval of automobiles established		Establish a homologation centre for testing of automobiles						119		150			MTIC, MoSTI, MoWT, UNBS
	Number of agreements, joint ventures and partnerships	Facilitate technology development, transfer and diffusion Joint Ventures and Partnerships with global automotive industry players	1	0.5	2	1	4	2	4	2	5	2.5	MTIC, MoSTI, MoFA, KMC, UDC
<b>2.4 Support existing sugar factories to produce industrial sugar</b>													
forex expenditure on industrial sugar importation reduced	Scheme developed	Develop and implement an incentive scheme for industrial sugar production			1	0.3							MoFPED, MTIC, UIA, UDC, private sector
	Number of industries supported	Provide technical support to sugar industries to diversify into industrial sugar production		0.3	2	0.3	4	0.3	4	0.3	4	0.3	MTIC

	Number of confectionery MSMEs supported	Facilitate Small Scale Industries in sugar confectioneries to acquire appropriate technologies and product certification for products made with industrial sugar			20	1	50	2	50	2	50	2	MTIC, UNBS, UIA, private sector
	Volume and value of industrial sugar exported	Identify and negotiate new markets for manufactured industrial sugar			0.5	0.5		0.5		0.5		0.5	MTIC, MoFA, MEACA
	Number of meetings held Number of NTBS addressed	Hold engagements with regional partners to reduce NTBs for industrial sugar	4	0.3	4	0.3	4	0.3	6	0.5	6	0.5	MTIC, MoFA, MEACA
		Develop and implement a strategy to market sugar as a national product by establishing a centralized system that allows government to government engagement (equivalent to sugar boards like in Kenya, Tanzania, Estwatini)		0.2		0.2		0.2		0.2		0.2	MTIC, UEPB, private sector sugar associations
<b>Objective 3. Increase access to regional and international markets</b>													
<b>3.1 Expand the range of manufacturing standards and enforce applicable regulations</b>													
Enhanced quality of manufactured good	Number of standards developed	Develop standards for products on the Ugandan market	600	1	650	1.1	700	1.15	750	1.22	800	1.3	MTIC, UNBS, private sector
	Number of priority value chain standards developed	Develop standards implementation guidelines for selected priority value chains	10	0.6	12	0.72	12	0.72	12	0.72	10	0.60	UNBS, private sector

**Commented [E2]:** Check on expected ind sugar production and the difference after local consumption

	Number of manufacturers sensitised	Sensitize manufacturers and traders on available standards and the requirements for standardisation	600	0.72	600	0.72	600	0.72	600	0.72	600	0.72	MTIC, UNBS
	Number of studies conducted	Conduct detailed studies in target export markets to identify additional standards-related requirements essential to market-entry and competitiveness	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5	MTIC,UEPB, UMA, UNBS,
	%age increase in the Value of exports	Promote market compliant products in target export markets and link manufacturers to foreign buyers	12%	0.7	12%	0.7	12%	0.7	12%	0.7	12%	0.7	MTIC, UEPB, private sector, PSFU, MoFA
	Number of Ugandan brands registered and exported	Enhance the packaging and branding of Ugandan products to improve on their competitiveness	20	0.2	20	0.2	20	0.2	20	0.2	20	0.2	MTIC, URSB, UNBS, UEPB, private sector
	Number of export readiness assessments conducted	Carry out export readiness assessment on budding export firms and build capacity of firms to ready them for export	150	0.5	150	0.5	150	0.5	150	0.5	150	0.5	MTIC, UNBS, UEPB, private sector
Improved Uganda's doing business rank	Number of reform measures implemented	Support the implementation of trade facilitation initiatives to improve the Uganda's doing business environment and ranking	2	2	2	7.5	2	2	2	2	2	2	MTIC, URA, UNBS, MoIA, UFZA, UIA, MAAIF, MFPED
	Number of export markets profiled	Strategic market profiling for Uganda's export both product and countries to exploit / develop	5	0.5	5	0.5	5	0.5	5	0.5	5	0.5	MTIC, UEPB, UFZA,
	Framework in place	Develop and implement a framework for issuance and management of internationally recognised		1	1	1							MTIC, ICT, NITA-U, private sector



		product codes for Ugandan manufactured products												
	percentage of NTBs eliminated	Support the NTB removal / monitoring mechanism in our strategic markets (NTB online reporting system, enhanced legal reforms, NMC, etc)	100%	1	100%	1	100%	1	100%	1	100%	1	MTIC, URA, MoWT, NMC,	
Improved market access for the products through certification services	Number of products certified	Undertake certification of products to increase market access	3700	3	4200	3.35	4700	3.75	5200	5.5	5700	4.9	UNBS, MTIC, private sector	
	Number of MSMEs products certified	Provide technical, equipment and financial support certification of MSMEs products.	500	0.5	750	3	1000	4	1500	5.5	2500	8	MTIC, UNBS, UIA, Private Sector	
	Number of commercial offices supported	Support Commercial Offices in the local governments to promote implementation of standards and quality requirements of manufactured products and ensure compliance	200	2	200	2	200	2	200	2	200	2	MTIC, UNBS, MoLG	
	Number of products tested	Provide testing services to support manufacturing in the identified sectors	15,000	6	20,000	8	25,000	10	30,000	12	35,000	14	UNBS, UIRI	
	Number of inspections conducted	Undertake enforcement activities in the market through market surveillance and inspection	8000	3.9	9000	4.29	10,000	4.72	11000	5.19	12000	5.78	UNBS, MTIC, Civil society	
	Number of consignments inspected	Undertake enforcement activities at entry points for imported products to enforce compliance to standards	19000	2.8	19500	2.93	20000	3.0	20500	3.1	21000	3.15	UNBS	
	NQE award established	Establish a national quality excellence award		1	1000	1	1000	1	1000	1	1000	1	UNBS, MTIC	
<b>3.2 Establish a sliding scale export incentive regime</b>														
Increased forex earning	Percentage value & volume of manufactured exports benefiting the incentives	Organize taskforce meetings to develop scheme	10%	25	20%	30	30%	36	40%	42	50%	47.4	MTIC, UEPB,	

		Identify and incentivise exporting firms through ..... land, tax rebates etc																
		Develop and implement a policy framework to Transform importers into exporters																
<b>3.3 Establish a sliding scale export financing rate</b>																		
Increased volume of manufactured goods for export	Number of firms producing for export accessing finance	Undertake short term study on appropriate export financing mechanism	1	1													MTIC, MFPED, UDB, UMA, UEPB	
		develop tailor-made financing facilities to enhance export of manufactured products			1	0.2	1	0.2										UEPB, MTIC, private sector
		Support the operationalization export development financing in the National Export Development Strategy	30	50	30	50	60	100	60	100	90	150						MTIC, UDB, UDC, MFPED
<b>3.4 Establish 4 export logistics centres</b>																		
4 export logistics centres established		Identify locations and land availability		0.2													MTIC, MFPED, Private Sector, MoWT,UEPB, UIA, MoLG, URA	
		Undertake feasibility studies			4	0.8											MTIC, MFPED, Private Sector, MoWT,UEPB, UIA, MoLG, URA	
		develop master plans and ESIA's					2	0.2	2	0.2							MTIC, MFPED, Private Sector, MoWT,UEPB, UIA, MoLG, URA	
		Construct and operationalise							2	70	2	70					MTIC, MFPED,	

		the Logistics centers												Private Sector, MoWT,UEPB, UIA, MoLG, URA
<b>3.5 Establish 4 border markets to facilitate trade with regional neighbours (especially at the South Sudan and Congo borders)</b>														
Increased exports to targeted neighboring markets	Number of Border Export Zone (BEZ)/ border markets established	Undertake feasibility studies,	6	0.5										MTIC, MFPED, MoWT, MoLG, MoLHUD, UFZA, Private Sector
		Develop master plans and designs	6	0.5										
		Construct and operationalise border export zone/border market facilities			1	50	1	50	2	100	2	100		
	Proportion of agreed partnership expectations/actions implemented as per MOUs/written commitment	Hold Regional training centres (RTC) heads meeting			95%	0.010	95%	0.010	95%	0.010	95%	0.010	URA	
Hold/participate in International forums (WCO)														
Well prepared error free contracts and MOUs grounded on clear instructions.				100%	0.000	100%	0.000	100%	0.000	100%	0.000	URA		
	Average Time Goods Clearance (Exports)	Complete roll out of SCT clearance			4 hrs.	0.055	4 hrs.	0.055	4 hrs.	0.055	4 hrs.	0.055	URA	
	Proportion of stakeholder groups involved in Customs interventions (revenue & non-revenue related)	Engage MDAs (Information exchange, Enforcement initiatives)			85%	0.010	85%	0.010	85%	0.001	85%	0.010	URA	
<b>3.6 Sign bilateral agreements to guarantee market access especially to DRC &amp; South Sudan</b>														
Increased revenue from cross border trade	Number of market studies undertaken	Undertake detailed market studies to identify offensive and defensive options to inform national negotiating position	3	0.2	3	0.2	3	0.2	3	0.2	3	0.2	MTIC, MoFA, UEPB, URA, MoJCA	
	Number of trade agreements signed	Initiate, negotiate and sign trade agreements within bilateral frameworks	3	0.9	3	0.9	3	0.9	3	0.9	3	0.9	MTIC, MoFA, MoJCA, MoWT, UBOS, UNBS, MoLA, private sector	
	Number of sensitisation campaigns conducted	Sensitize business community on negotiated	24	1.2	24	1.2	24	1.2	24	1.2	24	1.2	MTIC, UEPB, private sector	

		market opportunities													
	%age of increment of Uganda's exports into the negotiated markets	Develop and implement a response strategy for the different negotiated markets	12%	0.2	12%	0.2	12%	0.2	12%	0.2	12%	0.2	12%	0.2	MTIC, MoFA, MoJCA, MoWT, UBOS, UNBS, MoLA, private sector
<b>3.7 Strengthen information management and negotiation for greater access to targeted markets</b>															
Staff trained and retooled for effective market intelligence	Information management system set in place	Build institutional capacity for market intelligence (training, retooling, exposure visits for staff)				0.2									MTIC, UEPB
		Build an information management system on Uganda's markets			1	0.2									MTIC, MoICT, UEPB
		Develop integrated market information system (leveraging on Uganda's foreign missions and international partners)					1	0.2							MTIC, MoFA, MoICT
		Conduct Sensitisation and awareness campaigns			4	0.2	4	0.2	4	0.2	4	0.2			UEPB, MTIC, MOFA
<b>3.8 Support the national conformity assessment system to attain international recognition through Accreditation</b>															
Increased testing capability of the country	Law on Accreditation enacted	Develop Bill on Accreditation and regulations there of	2%	0.01	30%	0.1	40%	0.1	20%	0.1	8%	0.1			MTIC
	National accreditation body established	Establish a National Accreditation Body for Uganda			10%	0.3	40%	0.8	25%	0.64	25%	0.64			MTIC, MoPS, UNBS

	National conformity assessment system in place	Build capacity of the NAB to develop expertise and enforce accreditation procedures and standards	15	0.01	1	0.64	40	0.64	80	1.29	40	0.64	MTIC, UNBS
		Establish twinning agreements with internationally recognized accreditation bodies and subscribe to international accreditation agencies			4	0.35	4	1.25	4	0.35			0.6
Internationally recognized National Measurement system to support the National Accreditation and conformity assessment system developed	%age expansion of accreditation	Expand the existing scope for accreditation to ensure recognition of UNBS certification services regionally and internationally (testing, training, procurement)	10%	1.4	30%	2.8	50%	2.4	75%	2.5	100%	2.3	UNBS, MTIC
	<ul style="list-style-type: none"> <li>•Number of measurement intercomparison provided locally</li> <li>•Number of calibration and measurement capabilities in the KCDB for Uganda</li> <li>•MRAs signed Membership to CGPM</li> </ul>	Obtain and maintain international recognition of the National measurement system			2	50	4	50	5	50	6	60	UNBS, MTIC
<b>3.9 Establish Export Credit Guarantee Schemes for SMEs</b>													
Increased revenue to SMEs	Credit guarantee program in place	Develop the credit guarantee program			1	0.2							MTIC, MFPED, UDB, USSIA
	Number of financing institutions attracted	Attract financing institutions					2	0.2	5	0.5	20	1	
	Number of sensitisation programs conducted	Popularize scheme across the country			10	0.5	20	1	20	1	20	1	
<b>Objective 4. Strengthen the legal and institutional framework to support manufacturing</b>													
<b>4.1 Enact and enforce the local content law</b>													

Increased local consumption of Ugandan products	Local content law enacted	Facilitate the finalisation of the Local Content Law and development of regulations			10%	0.1	40%	0.4	40%	0.5	10%	0.3	MTIC, Private Sector, MFPED, PPDA, MoGLSD, MoLG, MoSTI
		Monitor compliance of the law					10	0.5	15	0.9	20	1.5	
		Diseminate and Create awareness to popularize the law							50	0.5	100	1	
		Undertake industrial surveys to establish capacity of local manufacturers	1%	0.01	10%	0.1	40%	0.4	40%	0.4	9%	0.09	
		Update the database local manufacturers and traders	1%	0.01	9%	0.09	30%	0.2	40%	0.3	20%	0.1	
		Provide firm level technical support to manufacturers to improve manufacturing capabilities	1	0.01	5	0.15	20	0.52	30	0.83	40	0.94	
	% of the processes that are re-engineered	Implement Quality Management Systems			75%	0.200	75%	0.200	75%	0.200	75%	0.200	URA
<b>4.2 Enforce the laws on counterfeits and poor-quality products</b>													
Improved quality goods and services on the market	Number of bills developed	Develop Legal metrology bill and Industrial and Scientific metrology bill and their regulations	1	0.5	1	0.5		0.5		0.5	1	0.5	MTIC,
		Review laws on intellectual property rights to address counterfeits in manufacturing		0.2		0.2		0.2		0.2		0.2	URSB, MoSTI
		Amend the Weights and Measures regulations and rules.			1	0.3	1	0.3	1	0.3	1	0.3	UNBS

		Amend the Industrial Licensing Act, 1969	10%	0.01	40%	0.1	40%	0.1	5%	0.05	55%	0.0	MTIC
		Develop regulations for industrial licensing							20	0.2	30	0.3	MTIC
		Diseminate and Create awareness to popularize the law											
		Develop and implement regulations under the Trade Licensing Act on distributing manufactured products along the supply chain	1%	0.01	19%	0.9	30%	1.7	30%	1.5	20%	1.1	MTIC
		Implement existing laws in the sector of manufacturing (Trade Licensing Act, Industrial Licensing Act, Liquor Act, Enguli Act, Sugar Act, Hire Purchase Act, Sale of Goods Act and Supply of Services Act, etc)	2	0.02	10	2.5	10	3	10	3.5	10	4	MTIC
	Number of inspections	Conduct inspections on prepackages, Market surveillance and enforcement on local and imported goods	200,000	2	210,000	2	220,000	2	223,000	2	250,000	2	UNBS
		<ul style="list-style-type: none"> <li>•Develop and enact the Fair Trade Remedies Bill</li> <li>•Finalise the enactment of the Competition Bill</li> <li>•Finalise the Consumer Protection Bill</li> </ul>	3%	0.03	17%	0.9	40%	1.5	40%	1.7	20%	1.2	MTIC
Promoting local content (BUBU)	Number of trained and licensed manufacturers	Train and license local manufacturers of weighing and measuring instruments (Mbale, Iganga, Kampala each at 15 m	10	0.2	10	0.2	10	0.2	10	0.2	10	0.2	UNBS

		Develop database of local manufacturers  Implement the BUBU Strategy <ul style="list-style-type: none"> <li>• Identify locally produced products and services</li> <li>• Build capacity of local suppliers</li> <li>• Formalise local business entities</li> <li>• Improve reliability and sustainability of suppliers</li> <li>• Implement mandatory application of preservation schemes as stipulated in PPDA law</li> <li>• Ensure conformity and compliance to standards</li> <li>• Brand and market Ugandan products</li> <li>• Ensure timely payments to suppliers</li> <li>• Engage stockists to give local products shelf display</li> <li>• Mainstream BUBU in plans and strategies</li> <li>• Develop and implement the BUBU communication strategy</li> <li>• Coordinate BUBU Strategy implementation among private sector players</li> </ul>	2%	0.02	18%	0.8	40%	2	40%	2.3	20%	2.8	MTIC
	Proportion of agreed partnership expectations/actions implemented as per MOUs/written commitment	Strengthen inter institutional enforcement initiatives			95%	0.010	95%	0.010	95%	0.010	95%	0.010	URA



	% of DRMS Initiatives implemented	Implement the Automatic Exchange of Information and common reporting standards for tax purposes			85%	0.200	85%	0.200	85%	0.200	85%	0.200	URA
		Implement existing Laws and Policies to facilitate increased production		1		1		1		1		1	MTIC
<b>4.3 Change the tax regime to attract more investors in manufacturing; downstream upstream parts of the value chains</b>													
Increased investment in local raw material processing	Number of products produced from local raw materials	Undertake cost optimization studies to inform tax relief and cost management support to industries in priority subsectors	1	0.3	1	0.8	1	0.3	1	0.8	1	0.3	MTIC, MFPED, MEACA, Private Sector, URA, ERA
	Number of local and foreign investors benefitting from incentive												
		Facilitate Uganda's participation in the review CET to incentivize backward integration in industrial value chains		0.5		0.5		0.5		0.5		0.5	MTIC, MFPED, MEACA, Private Sector, URA
		Review the domestic tax and non tax regime on effect to attracting FDI/DDI, promoting investments into manufacturing and off take of manufactured products	1	0.2	1	0.2	1	0.2	1	0.2	1	0.2	MTIC, MFPED, MEACA, Private Sector, URA, UFZA, MoLG, UIA, MLHUD
		Provide cost management support to upstream industries in the value chains of steel, pharmaceuticals, textiles, petrochemicals and auto spare parts,		0.2		0.2		0.2		0.2		0.2	MTIC, MFPED, NDA, ERA, MEMD
		Establish and implement regulations for the metal scrap industry to increase availability of raw materials for local industries				0.3		0.1		0.1		0.1	MTIC, MoLG, URA, NEMA, Private Sector, Uganda Police Force

	Proportion of LSBA process improvement interventions executed	Implement 12 technical support engagements (engagements with departments) – Debt Collection Unit (DCU), Policy reviews, tax amendment proposals, legal provisions in customs and domestic laws.			100%	0.030	100%	0.030	100%	0.030	100%	0.030	URA
<b>4.4 Formulate, implement and enforce standards, laws, and regulations to facilitate adoption to green manufacturing</b>													
Reduced environmental degradation due to manufacturing activities	Number of green manufacturing technologies adopted	Re-tool, design and Capacity building through Eco-sensitization programme for existing industrial parks, including compliance with UNBS Act, NEMA Act, Investment Code Act, etc.	0	0	1	1	1	1	1	1	1	1	MTIC, UIA, NEMA, Private Sector, UNBS
		Develop and implement Regulations and guidelines to facilitate green manufacturing e.g phasing out importation of obsolete technology, utilization and recycling of waste among others				0.8		0.5		0.5		0.5	MTIC, MoSTI, Private Sector
		Formulate and implement laws on competition, consumer protection trade remedies etc. to protect the market from unfair practices				0.2		0.1		1		1	MTIC, MoJCA, MoSTI, Private Sector
		Amend the Tobacco production and Marketing Act to ensure supply of good quality tobacco, enhanced value addition and protection of farmers		0.1		0.2		0.1		0.1		0.1	MTIC, MAAIF, UFZA, MoJCA Private Sector
		Review the Hire Purchase Act Regulations 2012 to promote off take of locally manufactured products				0.3		0.3					MTIC, MoJCA

		Provide technical guidance to industrialists to adopt and comply with international (ISO 14000) and national environmental management requirements/standards				0.2		0.2		0.2	0.2	MTIC, UNBS, NEMA, NDA, Private Sector
Environmental assessment and compliance capacity developed	Number of MTIC staff trained	Train and equip staff to monitor and assess environmental standards compliance of industries in partnership with NEMA and other authorities		0.2		0.2		0.2				MTIC, MTAC
		Undertake a baseline study on the status of industrial waste management in Uganda to inform interventions			1	0.2						MTIC, NEMA, UCPC, Private Sector

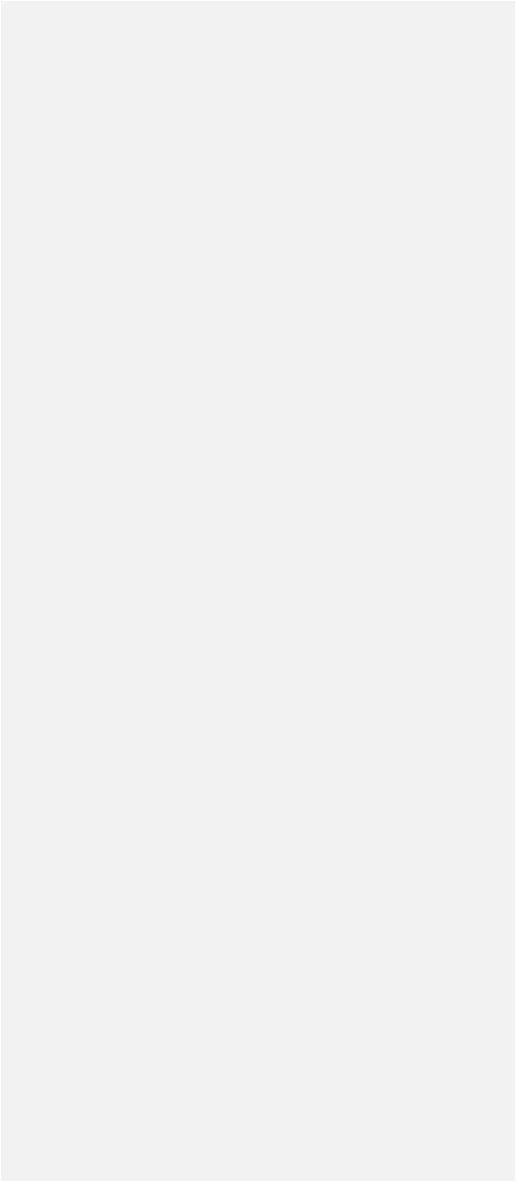
**I. Estimated Total Programme Budget (UGX, Billions)**

S/No	Budget Source	by	Amount Allocated Resources by Year									
			5-Year Total	2020/21				2021/22	2022/23	2023/24	2024/25	
				Total	Q1	Q2	Q3					Q4
			<b>7,586</b>	1,346					1,306	1,566	1,564	1,805
1.	Appropriated Amount		<b>2,871</b>	622					544	653	620	698
2.	Government of Uganda											
3.	Development Partners											
	Budget Support											
	Project											

	Support											
4.	Private Sector /Dev't Partners											

Require further guidance

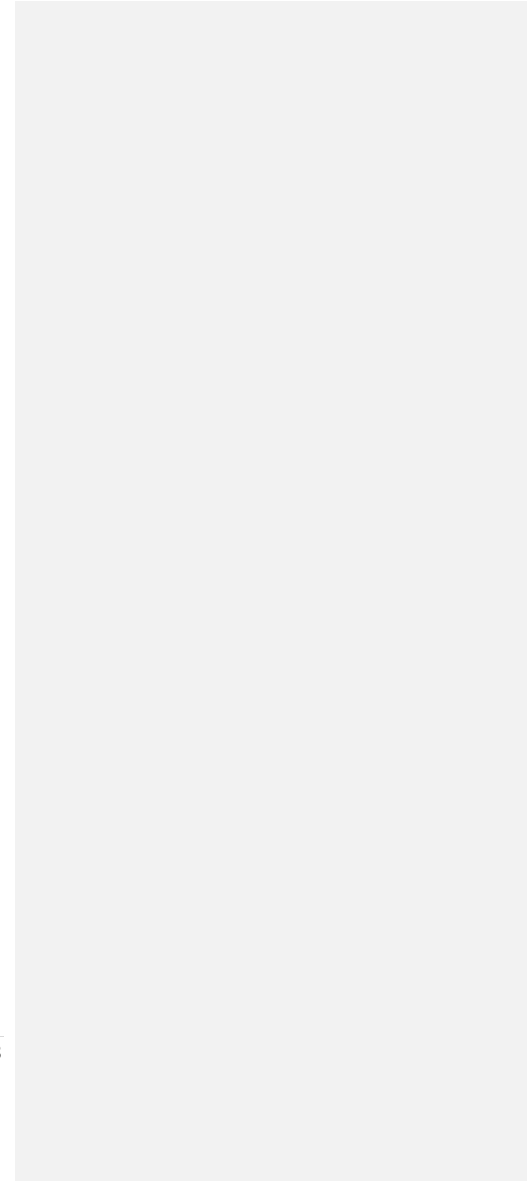
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## Annex 2: Results Framework, Programme Outcomes

Outcome	Indicators	Baseline FY2017/18	Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Objective 1: Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle)							
Increased number of jobs in the economy	1.1 Industrial sector contribution to GDP (%)						
	1.2 Contribution of manufacturing to industrial GDP (%)						
Objective 2: Increase value addition for import substitution and enhanced exports							
Increased number of SMEs producing for the local and international markets	2.1 Share of manufacturing jobs to total formal jobs (%)						
	2.2 Share of labour force employed in the industrial sector (%)						
Objective 3: Develop financial and logistical systems to increase access to regional and international markets							
Better terms of trade	3.1 Share of manufactured exports to total exports (%)						
	3.2 Manufacturing value added (USD million)						
	3.3 Manufacturing value added as a percentage of GDP						
	3.4 Trade concentration (%)						
	3.5 Share of regional and global trade (%)						
Objective 4: Strengthen the legal and institutional framework to support manufacturing							
Improved legal and institutional framework	4.1 Formal enterprises as a share of GDP						

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**Annex 3: Results Framework, Sub-Programme Intermediate Outcomes**

Intermediate Outcome Indicators	Performance Targets						
	Base year	Baseline	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Sub-programme 1:</b>							
<b>Sub-Programme 2:</b>							

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