



Republic of Uganda

PRIVATE SECTOR DEVELOPMENT

PROGRAMME IMPLEMENTATION ACTION PLAN FY2020/21-2024/25

NOVEMBER 2020

Foreword

This is the first Private Sector Development (PSD) Programme Implementation Action Plan (PIAP), drafted in accordance with the National Development Plan III. The PIAP provides details of the planned actions, budgets, results and targets for each of the five objectives of the Private Sector Development Programme over the NDP III period.

The PIAP is still work in progress, with some missing budgets and targets however, all efforts are being undertaken to provide further guidance to the Programme Working Group and Institutions to sharpen their contributions and come up with the final PSD PIAP. Once the PIAP is finalised, the PSD Programme Working Group and contributing Votes shall have to fully comply with the agreed interventions, actions, budgets, results and targets over the NDP III period, and the measurement of their performance shall be based on the approved final PSD PIAP.

It is therefore very important that the PSD Programme Working Group and contributing Votes take seriously the stipulations in this PIAP and accordingly anchor their actions over the next five years of the NDP III. A midterm evaluation of the implementation of this PSD PIAP will be undertaken and it is at that stage that any changes to the PIAP can be made, based on clear and well researched evidence of the need for such changes.

I take this opportunity to appreciate the National Planning Authority for providing direction and developing the zero draft PSD PIAP. I also thank all the PSD Programme Institutions and the members of the Programme Working Group that participated in the review and drafting of this PSD PIAP. I also thank the Secretariat for the PSD/DPI Programmes for their coordination efforts and putting together this PIAP.

Keith Muhakanizi
Permanent Secretary/Secretary to the Treasury
Chairperson of the PSD/DPI Programme Working Group

Table of Contents

LIST OF TABLES	iii
LIST OF ACRONYMS	iii
1. Program Summary	1
1.1 Background	1
1.2 Private Sector Development (PSD) Programme	1
1.2.1 PSD Programme Goal and Objectives	2
1.2.2 PSD Programme Results	2
1.2.3 PSD Sub Programme Level Results	4
2. PSD Programme Implementation and Coordination	4
2.1 Implementation Reforms	6
2.2 Implementation Actions	6
2.3 Costing and Financing of the PIAP	6
2.4 Programme Implementation Arrangements	8
2.4.1 PSD Program Planning and Budgeting	8
2.4.2 PSD Programme Monitoring and Evaluation	8
2.4.3 PSD Governance Structures	9
2.4.4 The Secretariat for the PSD Programmes	15
3. Monitoring and Implementation Framework	18
2. NDP III Core Projects under the PSD Programme	2

LIST OF TABLES

LIST OF ACRONYMS

ACFTA	African Continental Free Trade Area
AEO	Authorised Economic Operator
AMFIU	Association of Microfinance Institutions of Uganda
BDS	Business Development Services
BDS	Bachelor of Dental Surgery
BOU	Bank of Uganda
CADER	Centre for Arbitration and Dispute Resolution
CAIIP	Community Agricultural Infrastructure Improvement Program
CEDP	Competitiveness and Enterprise Development
CIS	Capital Markets Information Centre
CMA	Capital Markets Authority
COMESA	Common Market for Eastern and African Africa
CSOs	Civil Society Organisations
DFIs	Development Finance Institutions
DPI	Development Plan Implementation
DPs	Development Partners
DRMS	Domestic Revenue Mobilisation Strategy
DTS	Digital Tax Stamps
DTS	Data Transformation Services
EAC	East African Community
EFRIS	Electronic Fiscal Receipt and Invoicing Solution
ENT. UG	Enterprise Uganda
EOI	Expression of Interest
EPRC	Economic Policy Research Centre
FSD	Financial Services Department
FSDU	Financial Sector Deepening Uganda

GDP	Gross Domestic Product
GS1	Governance Systems International
GS1(U)	Governance Systems International (Uganda)
HFB	Housing Finance Bank
I.T	Information Technology
ICT	Information Communication Technology
IRA	Insurance Regulatory Authority
JLOS	Justice Law and Order Sector
KCCA	Kampala Capital City Authority
LED	Lighting Emitting Diode
LG	Local Government
MAAIF	Ministry of Agriculture Animal Industries and Fisheries
MDAs	Ministries, Departments Agencies
MEACA	Ministry of East African Community Affairs
MEND	Ministry of Energy and Mineral Development
MPED	Ministry of Finance, Planning & Economic Development
MICT	Ministry of Information Communication and Technology
MOES	Ministry of Education and Sports
MOFA	Ministry of Foreign Affairs
MOGLSD	Ministry of Gender, Labour and Social Development
MOH	Ministry of Health
MOJCA	Ministry of Justice and Constitutional Affairs
MOLG	Ministry of Local Government
MOPS	Ministry of Public Service
MOSTI	Ministry of Science Technology and Innovation
MoU	Memorandum of Understanding
MSC	Microfinance Support Centre
MSCL	Micro Finance Support Centre Limited
MSMEs	Micro, Small, and Medium Scale Enterprises
MTAC	Management Training and Advisory Centre
MTIC	Ministry of Trade Industry and Cooperatives
MWE	Ministry of Water and Environment
MWT	Ministry of Works and Transport

NDP III	National Development Plan III
NIC	National Insurance Corporation
NIRA	National Identification and Registration Authority
NITA-U	National Information Technology Authority
NPA	National Planning Authority
NSSF	National Social Security Fund
OAG	Office of the Auditor General
OPM	Office of the Prime Minister
OWC	Operation Wealth Creation
PBU	Post Bank Uganda
PPDA	Public Procurement & Disposal of Public Assets Authority
PS	Permanent Secretary
PSD	Private Sector Development
PSDP	Private Sector Development Programme
PSDU	Private Sector Development Unit
PSFU	Private Sector Foundation Uganda
PSPF	Protective Security Policy Framework
PWG	Program Working Group
REA	Rural Electrification Agency
RIDP	Rural Industrialisation Development Program
SACCOS	Savings and Credit Cooperatives
SIMPO	Security Interest in Movable Property Registry System
SIMPRS	Security Interest in Movable Property Registry System
SME	Small Medium Enterprises
SPVs	Special Purpose Vehicles
ST&I	Science Technology and Innovation
TREP	Tax Payer Registration Expansion Program
UBA	United Bank of Africa
UBOS	Uganda Bureau of Statistics
UDB	Uganda Development Bank
UDC	Uganda Development Corporation
UEPB	Uganda Export Promotion Board
UETCL	Uganda Electricity Transmission Company Limited

UFZA	Uganda Freezones Authority
UIA	Uganda Investment Authority
UIRI	Uganda Industrial Research Institute
ULRC	Uganda Law Reform Commission
UMA	Uganda Manufacturers Association
UMRA	Uganda Microfinance Regulatory Authority
UNBS	Uganda National Bureau of Standards
UNCITRAL	United Nations Commission on Trade Law
UNCST	Uganda National Council of Science and Technology
UNDROIT	International Institute for the Unification of Private Law
UNRA	Uganda National Roads Authority
URA	Uganda Revenue Authority
URBRA	Uganda Retirements Benefits Regulatory Authority
URSB	Uganda Registration Service Bureau
USD	United States Dollar
USE	Uganda Security Exchange
USSIA	Uganda Small Scale Industries Association
UWEP	Uganda Women Entrepreneurship Programme
UWRSA	Uganda Warehouse Receipt System Authority
YLP	Youth Livelihood Programme

Program Working Group Composition

Lead Partners	Implementing	Other Implementing Partners
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1. MFPED (Lead Ministry)	12. BOU	29. NSSF
2. MTIC	13. PPDA	30. EPRC
3. UIA	14. TAT	31. URA
4. UDC	15. Parliament	32. USE
5. UMA	16. IRA	33. URBRA
6. PSFU	17. UDB	34. Post Bank
7. ENT. UG	18. URSB	35. CMA
8. USSIA	19. UIRI	36. Housing Finance
9. NPA	20. MOJCA	37. Pride-Micro Finance
10. PSFU	21. MEMD	38. MSC
11. UNBS	22. MWT	39. FARMERS ASSOCIATION
	23. MOFA	40. UFZA
	24. MOSTI	41. UBOS
	25. MOGLSD	42. UEPB
	26. MWE	43. OWC
	27. MOLG/LGs	44. DPs
	28. UNCST	45. NPC
		46. CSOs

1. Program Summary

1.1 Background

The goal of the NDP III (2020/21 to 2024/25) is to **Increase Average Household Incomes and Improve the Quality of Life of Ugandans**. The NDP III identified the following 5 Strategic Objectives:

1. Enhance value addition in key growth opportunities;
2. Strengthen the private sector capacity to drive growth and create jobs;
3. Consolidate and increase the stock and quality of productive infrastructure;
4. Enhance the productivity and social wellbeing of the population; and
5. Strengthen the role of the state in guiding and facilitating development

The NDP III also identified 18 Programmes and 21 strategies as a means to implement its development interventions and achieve its goal, strategic objectives and envisaged results. The programmes are:

1. Agro-Industrialization;
2. Mineral Development;
3. Sustainable Petroleum Development;
4. Tourism Development;
5. Natural Resources, Environment, Climate Change, Land and Water Management;
6. Private Sector Development;
7. Manufacturing;
8. Digital Transformation;
9. Integrated Transport Infrastructure and Services;
10. Sustainable Energy Development;
11. Sustainable Urbanisation and Housing;
12. Human Capital Development;
13. Community Mobilization and Mind-set Change;
14. Innovation, Technology Development and Transfer;
15. Regional Development;
16. Governance and Security;
17. Public Sector Transformation; and
18. Development Plan Implementation.

1.2 Private Sector Development (PSD) Programme

Uganda's private sector is weak and uncompetitive which makes it operate below its potential. NDPIII attributes the weaknesses in the private sector majorly to: (i) the high cost of doing business; (ii) Limited management capacities and limited institutional organisation; (iii) a weak supporting environment; and (iv) weak enforcement of standards and proliferation of counterfeits in the markets.

Three of the NDPIII programs namely: (i) Private Sector Development Program; (ii) Manufacturing; and (iii) Digital Transformation; majorly contribute to the attainment of the second NDP III objective of strengthening the private sector capacity to drive growth and create jobs, while the other programs also contribute indirectly.

1.2.1 PSD Programme Goal and Objectives

The goal of the PSD Programme is to **increase competitiveness of the private sector to drive sustainable inclusive growth**. Its key objectives are the following:

1. Sustainably lower the costs of doing business;
2. Promote local content in public programmes;
3. Strengthen the enabling environment and enforcement of standards;
4. Strengthen the role of government in unlocking investment in strategic economic sectors;
5. Strengthen the organisational and institutional capacity of the private sector to drive growth.

1.2.2 PSD Programme Results

The key results to be achieved under the programme over the five years of the NDP III are:

1. Reduce the informal sector from 51 percent in 2018/19 to 45 percent in 2024/25;
2. Increase non-commercial lending to the private sector in key growth sectors, from 1.5 percent in 2018/19 to 3 percent of GDP;
3. Increase the proportion of public contracts and sub-contracts that are awarded to local firms, from 30 percent to 80 percent; and
4. Increase the value of exports from USD 3,450.7 million in 2017/18 to USD 4,973 million.

The participating MDA's under the Leadership of the Lead Ministry of Finance, Planning and Economic Development, will be charge of delivering the above programme results as well as influencing the delivery of the Program outcome results. Table 1 shows the link between the programme's outcomes and the corresponding indicators.

Table 1: Program Outcomes and Indicators

Outcome	Outcome Indicator
1.1 Increased lending to key growth sectors	Non-commercial lending to the private sector in key growth sectors as a % of GDP
	Share of domestic credit to key growth sectors in total private sector credit
	Private sector credit as a % of GDP
	% MSMEs with an outstanding credit at a formal financial service provider
1.2 Increased long-term financing to the private sector by Government owned financial institutions	Total value (UGX billions) of outstanding long-term loans (maturity above 5 years) at DFI
	Total value of private equity investments by government-owned financial institutions (UDB)- UGX billions
1.3 Increased financing through capital markets	Domestic market capitalization to GDP
	Domestic market capitalization due to new listings-(UGX, Billion)
	Number of private equity deals availing funding to local companies per year (data at December
	CIS assets under management (in UGX trillion)
1.4 Increased value of formal financial sector savings for private sector investment	Retirement Assets to GDP, %
	Deposits in supervised financial institutions to GDP, %
	Life insurance assets to GDP, %
	Number of warehouse receipt discounted at financial institutions

1.5 Increased access and usage of non-financial resources (certification, ICT, warehouse information system, etc.)	Number of warehouse receipt traded at commodity exchanges
	Proportion of Key business processes automated and integrated on Government platforms
2.1 Improved business capacity and local entrepreneurship skills enhanced	% of businesses that accessed BDS in the past 3 years
	Global competitiveness index
	% of businesses having a business expansion plan in place
	% of existing businesses expanded
	% change in annual turnover
2.2 Increased membership in chambers of commerce and trade unions	Average life of businesses
	% of the Informal Sector
	Number of firms that are registered members of chambers of commerce
2.3 Strengthened linkages to regional and global markets	Number of members in trade unions
	Value of Exports (USD Millions)
2.4 Increased automation of business processes	Proportion of total sales that are exported (manufacturing, trading, small trading and services, finance) %
	Proportion of SMEs using digital solutions for key business processes
2.5 Increased research and innovation within the private sector	Value of Ugandan products and services traded on e-platforms
	% of businesses undertaking research and development activities in the past year (manufacturing, trading, small trading and services, finance)
2.6 Increased access and use of market information system by the private sector	Number of firms using market information systems
2.7 Increased access and use of incubation centres by the private sector	Number of firms accessing these services
2.8 Simplified system for starting a business	Procedures to legally start and formally operate a company (number)
	Time required to start a business (calendar days)
	Costs of starting a business (% of income per capita)
3.1 Increased local firms' participation in public investment programmes across sectors	Proportion of the total procurement value awarded to local contractors [1]
	Proportion of jobs taken on by Ugandans
	The proportion of Ugandan goods and services utilized by foreign firms in public projects
4.1 Regionally balanced key strategic public investments planned and developed to spur private investment in key growth areas	Number of private investments by UDC
	Total private sector investments facilitated by PPPs arrangements
	Proportion of Domestic private sector investment (in Value: projections have considered impacts of COVID-19)
4.2 Increased use of research and innovation instruments by the private sector	% of MSMEs utilizing the services of Research and innovation facilities
5.1 Standards developed and/or enforced	Annual change in products certified by UNBS (%)
	Number of certified products accessing foreign markets
5.2 Increased accessibility to serviced industrial parks	No of businesses using the industrial parks
5.3 Increased accessibility to export processing zones	Number of firms accessing the export free zones
5.4 Increased formalization of businesses	Proportion of total business operating in the formal sector
	% change in tax payer register
	% contribution of formal sector to GDP
5.5 Improved availability of private sector data	Number of data requests to the MSME database
	Number of reports and policy briefs developed
5.6 Adequate system for private sector complaints resolution in place	% of private sector complaints resolved

5.7 Green finance in private sector investment increased	Percentage of green finance in private sector development
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1.2.3 PSD Sub Programme Level Results

The PSD sub-programme level results are based on the five broad objectives of the programme. The sub-programmes are:

1. Enabling Environment for Private Sector Development;
2. Strengthening Private Sector Institutional and Organizational Capacity; and
3. Unlocking Investment and Private Sector Potential

Table 2 Sub-Programme Outcomes and indicators

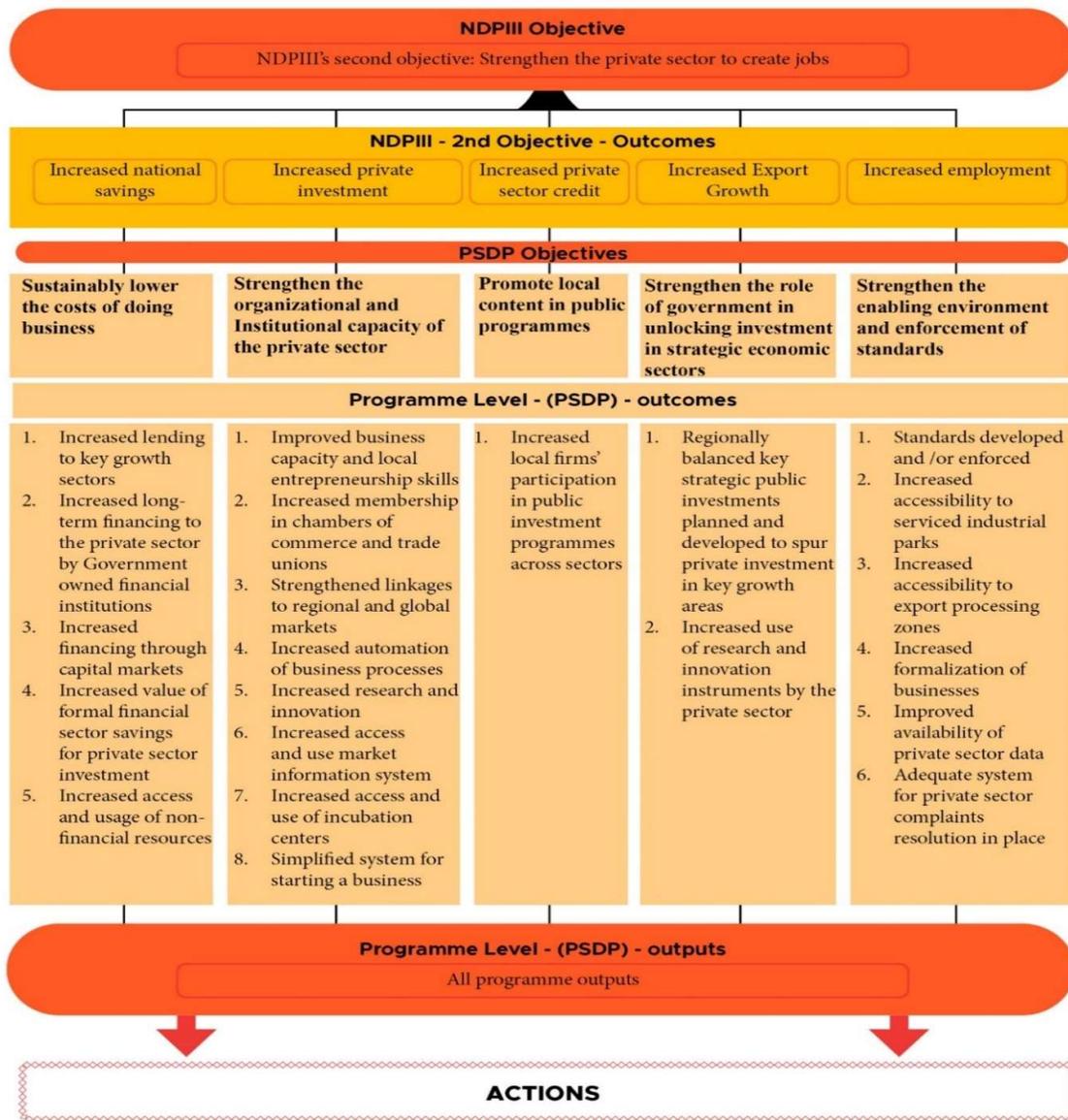
Sub-programme 1: Enabling Environment for Private Sector Development	
Programme Objective (s) contributed to by sub-programme:	
Objective 1: Sustainably lower the costs of doing business	
Objective 5: Strengthen the enabling environment and enforcement of standards	
Intermediate Outcomes	Indicators
Sub-programme 2: Strengthening Private Sector Institutional and Organizational Capacity	
Programme Objective (s) contributed to by sub-programme:	
Objective 2: Strengthen the organisational and institutional capacity of the private sector to drive growth	
Sub-programme 3: Unlocking Investment and Private Sector Potential Strengthening Private Sector Institutional and Organizational Capacity	
Programme Objective(s) contributed to by the sub-programme	
Objective 3: Promote local content in public programmes	
Objective 4: Strengthen the role of government in unlocking investment in strategic economic sectors	

2. PSD Programme Implementation and Coordination

A description of the modalities of implementation is laid out in this section. The essence of

program planning and budgeting is to remove the ‘silo’ in implementation by building synergies in the delivery of the programme’s results. The PSD Programme goal, objectives, outcomes and actions are intended to optimally contribute to the achievement of the NDP III outcomes and objectives as illustrated in the Figure 1.

Figure 1.0 Linking NDP III Objectives, Program outcomes, Outputs and Actions



The overall implementation requires that reforms are implemented and the various sub-committees to steer the Programme activities are instituted to coordinate implementation. This section describes the implementation modalities for the PSD programme.

2.1 Implementation Reforms

The key implementation reform required to fully implement the PSD Programme and realise the expected NDP III goals is to empower the one-stop centres already established at UIA to make prompt decisions on matters raised by the private sector without delays.

2.2 Implementation Actions

The Programme Implementation Action Plan lists the key priority outputs and actions that will be implemented to deliver the programme outcomes over the NDPIII period. Outputs have been derived by MDAs from the NDP III interventions which also aligned to the 5 PSD programme objectives in the NDP III. In turn, the actions laid out were generated by MDAs on the basis of these outputs. To complete the plan, each action is recorded with annualized costs for the period of the plan (5 years). The detailed Action Plan is presented as Annex 1.

2.3 Costing and Financing of the PIAP

The annualised costs of delivering the subprogramme results are stated in Table 3.

Table 3 Sub-Programme Costs in UGX Bn

Sub-Programme	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
Enabling Environment for Private Sector Development	898.21	2,071.52	2,150.93	1,600.01	607.77	7,328.44
Strengthening Private Sector Institutional and Organizational Capacity	58.27	78.62	115.35	118.31	123.90	494.45
Unlocking Investment and Private Sector Potential	106.21	102.54	28.42	326.18	23.86	587.21
Grand Total	1,062.69	2,252.68	2,294.70	2,044.50	755.53	8,410.10

The tables here below provided the summary annualized costs for implementing the PIAP by Objectives and by lead MDA. The Detailed costs by Interventions are provided in Annex

Table 4 Summary PIAP Annualised Costs by Objective in UGX Bn

Objective	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
1: Sustainably lower the costs of doing business	776.0	1,524.0	1,856.8	1,305.8	476.9	5,939.4
2: Strengthen the organizational and institutional capacity of the private sector to drive growth	58.3	78.6	115.4	118.3	123.9	494.5
3: Promote local content in public programmes	103.2	95.2	21.1	16.9	16.5	252.9
4: Strengthen the role of government in unlocking investment in strategic economic sectors	3.0	7.3	7.3	309.3	7.3	334.3
5: Strengthen the enabling environment and enforcement of standards	122.3	547.5	294.1	294.2	130.9	1,389.0
Grand Total	1,062.7	2,252.7	2,294.7	2,044.5	755.5	8,410.1

Table 5 Summary PIAP Annualized Costs by lead MDA in UGX Bn

Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
NPA	705.46	740.73	777.77	816.65		3,040.61
URA	7.00	11.74	8.85	8.96	9.07	45.62
PPDA	1.78	1.96	2.16	2.37	2.60	10.87
MFPED	14.63	562.31	1,014.61	414.81	411.00	2,417.36
MSC						0.00
BoU	0.00	0.00	0.00	0.00	0.00	0.00
(blank)	34.81	38.35	39.99	43.68	45.47	202.30
URSB	3.75	7.70	5.98	5.89	5.69	29.01
UDB	5.43	5.70	5.99	6.29	6.60	30.01
MOJCA	64.50	183.50	173.50	183.50	10.00	615.00
MTIC	34.55	42.96	44.06	44.97	48.37	214.91
IRA	0.92	0.79	1.09	1.27	1.67	5.74
URBRA	0.00	0.50	0.20	0.35	0.40	1.45
CMA	5.50	5.50	5.50	5.50	0.50	22.50
UDC	90.00	80.00	5.53	0.00	0.00	175.53
UIA	68.60	67.83	69.76	66.80	67.10	340.09
UWRSA	1.50	2.50	3.00	2.00	2.50	11.50
NITA-U	0.81	0.81	0.91	0.91	1.01	4.45
MEMD	0.00	150.00	0.00	0.00	0.00	150.00
MGLSD	0.00	0.60	0.60	0.60	0.60	2.40
URA/MTIC		0.00	0.00	0.00	0.00	0.00
UFZA	5.50	310.37	58.21	358.12	58.97	791.17
UIRI	7.00	13.10	50.21	54.32	55.43	180.06
UNBS	10.95	21.73	22.58	23.51	24.55	103.32
MOSTI						0.00
UNCST		3.80	4.00	3.80	3.80	15.40
MOFA	0.00	0.20	0.20	0.20	0.20	0.80
UMA	0.00	0.00	0.00	0.00	0.00	0.00
EPRC						0.00
TAT						0.00
MWE						0.00
Grand Total	1,062.69	2,252.68	2,294.70	2,044.50	755.53	8,410.10

The source of Financing of the PIAP will be Government of Uganda.

Table 2. 6 Sources of Financing of the PIAP

Sources of Financing	Total Contributions FY1	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions -	(%) Share by source of financing

Central Government Transfers (Total Contribution))	1062.69	2252.68	2294.7	2044.5	755.529	8410.099	100
Non-Tax Revenue	
<u>Development Partners (DPs)- Specify[1]</u>	
TOTAL							100

2.4 Programme Implementation Arrangements

The implementation of the PSD Programme will involve: (i) Planning; (ii) Budgeting; (iii) Implementation and (iv) Monitoring and Evaluation. Successful implementation of the plan will require the participation, cooperation and coordination of the following key stakeholders.

2.4.1 PSD Program Planning and Budgeting

The Ministry of Finance Planning and Economic Development (MFPED) as the programme technical leader is responsible for planning. The Permanent Secretary/Secretary to the Treasury (PS/ST) took up the task and instituted a technical Secretariat to coordinate all stakeholders. Accordingly, the Secretariat convened Programme Working Group meetings where all stakeholders participated in developing this Programme Implementation Action Plan (PIAP) by agreeing the priorities for implementation and identifying the sub-interventions, outputs, actions, indicators, budgets and targets.

2.4.2 PSD Programme Monitoring and Evaluation

Monitoring of performance under the PSD Programmes will be carried out through a series of activities over the implementation period. Progress will be assessed based on the action plan and against a set of outcome and output indicators and targets.

To the extent possible, the PSD 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 PSD PWG for 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 PSD Programme annual review, taking place in September/October, shall constitute the main evaluation event each year. This event shall also 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 PSD 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 PSD 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 such as periodic reviews, evaluations and technical studies. Recommendation from such studies shall be considered by the PSD 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.

2.4.3 PSD Governance Structures

2.4.3.1 The Apex Platform

At the President's office a top organ known as the **Apex platform** will support the Presidency in the overall oversight of implementation. The Apex platform shall provide a forum for State and Non-State actors to contribute to the implementation architecture of Government. It will be the oversight responsibility of the Presidency to ensure coherence, transparency and management for results of the PSDP over the NDP period.

2.4.3.2 The Office of the Prime Minister

The overall program coordinator of implementation is the Office of the Prime Minister (OPM). This follows from the NDP III development plan implementation program and the Monitoring and Evaluation Institutional architecture. An overall administrative and technical coordinator supported by an M&E Specialist at OPM will coordinate the implementation of the actions and

reporting of the program results. Coordinating the implementation of this program will be carried out in close collaboration/partnership with MFPED

2.4.3.3 PSD Programme Leadership Committee

The PSD Programme Leadership Committee (LC) shall consist of political leaders (Ministers, Board Chairpersons) of MDAs with the largest contributions to the PSD programme, with the Minister of Finance, Planning and Economic Development as the chairperson. The PSD Leadership Committee membership will comprise of the following:

1. Minister of Finance, Planning and Economic Development (Chairperson)
2. Minister, Trade and Industry
3. Minister, Foreign Affairs
4. Minister, Local Governments
5. Governor, Bank of Uganda
6. Chair, UIA
7. Chair, UDC
8. Chair, PSFU
9. Chair, NPA
10. Chair, MSC
11. Chair, UDB
12. Chair, UNBS
13. Chair, URSB

The PSD Leadership Committees shall have an oversight function over the programme implementation, enabling policy level coordination and monitoring progress towards target programme outcomes. The Committee shall ensure accountability for results by the PSD PWG. Specific functions for the committee shall be as follows;

- a) Provide political and policy guidance and advocacy; review and act as a clearing house for PSD policies before cabinet, and advocate for approval of programme-based policies before Cabinet and Parliament;
- b) Monitor implementation of the PSD programme-based policies and support the PWG in the resolution of impediments to implementation of policies;
- c) Monitor programme implementation based on programme outcome targets and support resolution of political or policy constraints during implementation;
- d) Approve the Half Annual and Annual programme performance reports provided by the PWGs;
- e) Advocate for mobilisation of resources to support programme implementation where there are financing gaps;

The Leadership Committee shall meet 2 times in year:

- a) 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
- b) 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 Leadership Committee role for oversight and decision making.

2.4.3.4 PSD Programme Working Group

The PSD Programme Working Group shall be the highest technical organ. It shall be chaired by the Permanent Secretary/Secretary to the Treasury (PS/ST) with membership drawn from Permanent Secretaries and Heads of Institutions of the constituent PSD programme MDAs, Development Partner Groups, CSOs and the Private Sector.

Linkage with the Private Sector Working Group

The Private Sector Working Group (PSWG), also chaired by the PS/ST, is the main oversight structure for the Private Sector Development Strategy. There is a significant degree of commonality between the Strategy and the PSD programme objectives. In order to streamline and avoid overlap, the PSWG shall be integrated and absorbed into the PSD PWG. Membership of the PSWG (heads of Implementing Units and Development Partners (Donors and CSOs)) shall also be absorbed within the PSD-PWG.

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

- a) Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions;
- b) Formulate Programme Implementation Action Plans (PIAPs) in line with the National Development Plan and the Manifesto and directives of the ruling government;
- c) Joint clearance of projects for inclusion in the Public Investment Plan, a requirement by the Development Committee;
- d) Ensure alignment of PSD Programme BFPs with the NDP III;
- e) Coordinating inter-ministerial and agency budget allocations in a consultative way ensuring transparency and accountability, and alignment with Programme priorities.
- f) Provide a platform for consultation and dialogue between programme MDAs and external partners (DPs) on strategic and policy matters related to the programme;
- g) Examine and review of programme related policies and plans, reviewing past performance, emerging policy issues and future spending pressures;
- h) Identify key outputs and programme performance targets both annually and in the medium term;
- i) Undertake monitoring and assessment of programme implementation – examining progress based programme outcomes and interventions;
- j) Monitor performance under associated strategies or initiatives such as the Private Sector Development Strategies, Financial Sector Development Strategies, Revenue Mobilisation Strategies; etc.
- k) Resolving strategic emergencies and cross-institutional issues impeding program implementation;
- l) Prepare semi-annual and annual programme reviews and reports and issue them for consideration by the Leadership Committee;

- m) Commission, review and approve PSD programme mid-term and final evaluation and reports;
- n) Receive and consider reports of the Technical Working Groups;

The PWGs shall meet at least once every quarter. Specifically, the PWGs shall hold the following meetings, at a 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) A meeting in February, to consider and clear the programme half annual performance Report - Quarter 3;
- (iv) A meeting in May/June, to take stock of programme implementation for the year ending and final allocations for the new Financial Year - Quarter 4;

The PSD PWG shall use (i) reports of the Secretariat on programme progress and performance and others related to programme budget, (ii) report of the performance under the Private Sector Development Strategy, (iii) analytical and policy based reports of TWGs, and (iv) an expanded PRAM (from PEMCOM) to track emerging issues, as inputs to its meetings. Programme Reports of the PSD PWG shall be cleared by the PSD Leadership Committee and forwarded to Office of the Prime Minister for further consideration.

2.4.3.5 Technical Working Groups

Due to the wide mandate under the PSD 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. This will allow the PSD PWGs to limit its discussions to strategic issues of the programme while at the same time ensuring adequate attention is given to the detail 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

2.4.3.6 Thematic Areas Selection of the PSD Programme TWGs

To the extent possible, TWGs shall be selected along key themes under the PSD Programme to promote greater homogeneity in the discussions. In selecting these themes, care is to be exercised to ensure harmony with existing key strategies and reforms including in the case of PSD, the Private Sector Strategy. The following thematic areas are proposed under the PSD programme. These thematic areas align directly with the sub-programs of the PSDP and with the objectives of the Programme.

Table 1: Key thematic areas under the Private Sector Development Programme

Thematic Areas	PSD Objective
(i) Enabling Environment for Private Sector Development	Objective 1: Sustainably lower the costs of doing business
	Objective 5: Strengthen the enabling environment and enforcement of standards including improving standards, policies and laws for enabling environment

Thematic Areas	PSD Objective
(ii) Strengthening Private Sector Institutional and Organizational Capacity	Objective 2: Strengthen the organisational and institutional capacity of the private sector to drive growth
(iii) Unlocking Investment and Private Sector Potential	Objective 3: Promote local content in public programmes
	Objective 4: Strengthen the role of government in unlocking investment in strategic economic sectors

Membership to the PSD thematic areas/Technical working Groups will be as follows:

Table 2: Membership to PSD Technical Working Groups

Thematic Area	Member Institutions
Enabling Environment for Private Sector Development	<ol style="list-style-type: none"> 1. Ministry of Finance, Planning & Economic Development; 2. Ministry of Justice & Constitutional Affairs (MoJCA); 3. Ministry of Energy and Mineral Development (MEMD); 4. Ministry of Foreign Affairs (MOFA); 5. Ministry of Water and Environment (MWE); 6. NSSF; 7. National Planning Authority (NPA); 8. Ministry of Trade and Industry (MTIC); 9. Bank of Uganda (BOU); 10. Uganda Investment Authority (UIA); 11. PSFU; 12. UNBS; 13. IRA; 14. UDB; 15. URSB; 16. UMA; 17. USE; 18. URBRA; 19. Post Bank; 20. CMA; 21. Housing Finance; and 22. Microfinance Support Centre (MSC)
Strengthening Private Sector Institutional and Organizational Capacity	<ol style="list-style-type: none"> 1. Ministry of Local Government (MOLG); 2. UNCSI; 3. MTIC; 4. UIA; 5. ENTERPRISE UGANDA; 6. UDB; 7. UMA; 8. EPRC; 9. NPC 10. UEPB; and 11. FARMERS ASSOCIATIONS

Thematic Area	Member Institutions
	12. NPA
Unlocking Investment and Private Sector Potential	1. MFPED (DEA); 2. MEMD; 3. Ministry of Works & Transport (MWT); 4. Ministry of Science and Technology (MOSTI); 5. Ministry of Gender, Labour and Social Development (MGLSD); 6. UNCSI; 7. MTIC; 8. BOU; 9. PPDA; 10. UNBS; 11. UDC; 12. UIRI; 13. UFZA; 14. UBOS; 15. UEPB 16. NPA

Functions of TWGs

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

- (i) Monitoring the implementation of the thematic sections of the PIAP and raising issues for PWGs consideration;
- (ii) Reviewing and clearing the thematic section of the Annual and semi-annual programme performance reports before consideration by the PWGs;
- (iii) Ensuring harmony between the PIAP in implementation with other sector strategies such as the Private Sector Development Strategy, Financial Sector Development Strategy, Domestic Resource Mobilisation Strategy, etc.;
- (iv) Developing position papers on policy and strategic issues in the thematic area for consideration by the PSD PWG and Leadership Committee;
- (v) Reviewing new project concept notes and making recommendations to the PSD PWG for clearance;

Meeting; Inputs and Outputs

The TWGs will define the frequency of their meetings. They 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 PWGs meeting.

2.4.4 The Secretariat for the PSD Programmes

The Secretariat for the Private Sector Development (PSD) and Development Plan Implementation (DPI) Programmes; will be a technical unit within the Ministry of Finance, Planning and Economic Development headed by a Coordinator.

2.4.4.1 Functions of the Secretariat

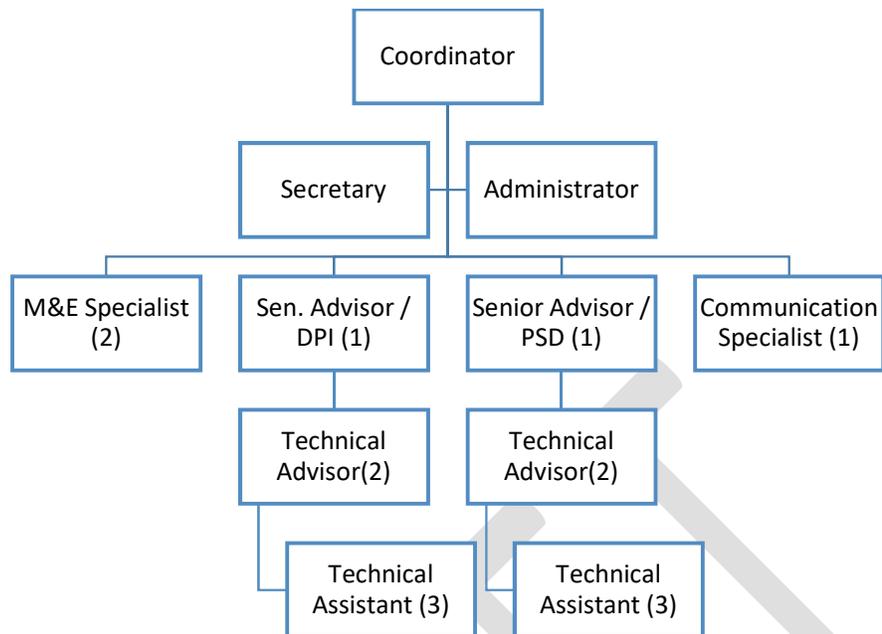
The Secretariat will provide technical and administrative support and coordination to the PSD Programme Working Groups and the MFPED in the implementation of the PSD programme. The specific functions of the Secretariat include:

- a) Coordinating 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;
- b) Organising and guiding meetings and activities of management structures for the two programmes namely; the PWGs and TWGs that will be put in place and keeping safe custody of the proceedings of these meetings and activities;
- c) Preparation and dissemination of quarterly, semi-annual and annual programme implementation reports;
- d) Facilitating the semi-annual and annual programme performance reviews
- e) Organising programme monitoring, inspection and other activities to enable collection of physical data to facilitate evidence-based reporting;
- f) Promoting cooperation, learning and synergies within and outside the programmes;
- g) Ensuring timely sharing and dissemination of key information to PWGs and programme institutions to facilitate implementation of programme activities
- h) Facilitating dialogue with Development Partners (Donor Community and CSOs) around each programme on emerging policy and technical issues aimed at increasing impact on programme outcomes
- i) Commissioning and coordinating policy analytical work and technical studies aimed at improving impact of the various programme reforms, interventions and services
- j) Establishing relations and actively coordinating with other related programmes and strategies including, but not limited to the Private Sector Development Strategies and Structures in place.
- k) Coordinating any other programme activities

2.4.4.2 Structure of the Secretariat

The Secretariat shall provide senior and lower level technical staff aligned to PSD and DPI programmes as below.

Figure 1: Structure of the DPI / PSD Secretariat



In line with the guidelines issued by NPA, the Coordinator shall report to the Chair of the PSD PWG i.e. the Permanent Secretary/Secretary to the Treasury. The Terms of Reference for the positions are to be elaborated in a separate Secretariat Operational Manual.

2.4.4.3 Working with Other Units

In operation, the Secretariat will leverage and work closely with MDA Planning Units and other Units that have played major roles in the management of existing projects and programmes, e.g. the REAP Secretariat supporting the implementation of the PFM Reform Strategy, and the Private Sector Development Unit supporting the implementation of the National Private Sector Development strategy at MoFPED. To ensure harmony and cooperation while avoiding duplication, responsibilities with the units shall be shared as follows;

The Secretariat shall:

- be responsible for all support to the PWG;
- be responsible for coordinating the drafting and preparation of the PIAPs, PBFPs, and all reports to the PWG;
- shall ensure harmony between the PIAP, the MDA strategic plans and other sector strategies;
- coordinate all programme evaluation and reporting exercises;

The Secretariat shall coordinate with the Planning Unit at the Ministry of Finance and Economic Development and with other MDA planning units to mobilise these institutions in

- Drafting PWGs documents and reports; half annual and annual performance reports, etc.;
- Participating in identification of priorities to facilitate budget allocations across programmes;
- Drafting programme budget framework papers;

- Participating in any special analytical studies related to the programme including the preparation of mid-term and other evaluation reports.

The PFM Reform Strategy Secretariat (REAP) and Private Sector Development Unit will:

- Continue to coordinate the preparation of annual plans, budgets, as well as reports for the areas of the programme they cover, including tracking instruments such as the PRAM under the PEMCOM and provide them as inputs to the Secretariat's reporting
- Integrate all reporting under the Strategy with programme reporting.

2.4.4.4 Key Programme Actions for the Secretariat

The following actions will be implemented under the Secretariat

- a) Operationalising the Secretariat Structure: Recruiting to fill vacant staff positions, 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
- b) Preparing an operational manual to guide the work of the secretariat in support of programme implementation
- c) Operating the M&E framework for the two programmes including establishing a database for tracking all results, interventions and actions and an M&E subsystem for recording data and reporting on indicators
- d) Preparing and implementing a communications strategy for the 2 programmes establishing a framework for sharing and using information across programmes MDAs as well as external stakeholders and the public
- e) 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
- f) Retooling and developing necessary infrastructure (such as for virtual meetings) to facilitate activities and operations of the Programmes
- g) Maintaining the Secretariat offices operational

3. Monitoring and Implementation Framework

The Monitoring and Evaluation results of the program (at output level are reported in Annex ii. These are aligned to the Programme outcomes and Objectives outcomes and

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Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
Enabling Environment for Private Sector Development	1: Sustainably lower the costs of doing business	1.1: Increase access to affordable credit largely targeting MSMEs	1.1.1 Capitalize and strengthen government owned commercial banks	Government owned financial institutions capitalized	Conduct Feasibility studies on public sector financial institutions	NPA	705.46	740.73	777.77	816.65		3,040.61
					Develop a framework for capitalization for 4 public financial institutions	MFPED		0.00	0.00			0.00
					Mobilise concessional loans through Lines of Credits from potentials financiers and grants for capitalisation and capacity enhancement of UDB	MFPED		0.00	0.00	0.00	0.00	0.00
					Mobilize and appropriate resources based on a capitalization framework	MSC						0.00
					Review and implement effective risk assessment, modelling and stress testing for SFIs	BoU						0.00
					Conduct regular supervision of financial institutions	BoU						0.00
					1.1.2 Set up a short-term development credit window for MSMEs	A short term development credit window for MSMEs set up	Expanding the promotion and scope of digital finance technologies	(blank)	28.10	29.50	31.00	32.54

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Establish a platform for financing of SME receivables	MFPED	1.00		0.75	1.50		3.25
					Review the MSCL loan approval processes including the required documentation	MFPED	0.05	0.05	0.05	0.05		0.20
					Build capacity of MSMEs to access credit	MFPED	0.00	0.00	0.00	0.00	0.00	0.00
					Set up a factoring house for PS Receivables	MFPED	0.20	0.30	0.40	0.50	0.60	2.00
					Mobilize and appropriate resources to UDB based on a results-oriented capitalization framework	MFPED						0.00
			1.1.3 Strengthen use of the Security Interest in Movable Property Registry System	Security Interest in Movable Property Registry System fully functional and accepted by the industry	Popularize use of security interest in Movable registry	URSB	0.18	0.36	0.38	0.19	0.08	1.19
					Integration with the motor vehicle registry and SIMPO system upgrade	URSB		0.58	0.03	0.03	0.03	0.67
					Harmonize legal framework for	URSB		0.36				0.36

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					registration of security interests in movable property with existing commercial laws (Companies Act on debentures and Insolvency Act on priority of debts) for ease of doing business and access to credit							
					Mass education of the movable property registry system	URSB	0.46	0.00	0.00	0.00	0.00	0.46
					Regular updates of the registry	URA	0.00	0.14	0.14	0.14	0.14	0.56
					Building synergies with regulators and associations (BOU, UMRA, MTIC, UBA, AMFIU, and Money Lenders Association, Car dealers Association, Uganda Insurers Association, Bailiffs and Auctioneers Association to increase system usage and non-tax revenue collection.	URA	0.00	0.30	0.30	0.30	0.30	1.20
					Boost lender confidence to promote prudent lending against movable assets	URSB		0.26	0.26	0.14	0.14	0.80

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					through trainings and availability of borrowers' information on SIMPO for risk analysis							
					Strengthen partnerships with stakeholders e.g. URA, FSDU, World Bank, UNCITRAL, UNDROIT, JLOS for funding and smooth operation of the registry	URSB	0.04	0.17	0.05	0.05	0.05	0.36
					Implement the Automatic Exchange of Information and common reporting standards for tax purposes	URA		0.50	0.50	0.50	0.50	2.00
					Exchange of information with the Movable property registry	URA	0.00	0.00	0.00	0.00	0.00	0.00
					Strengthen use of the e-movable chattels registry	URSB						0.00
			1.1.4 De-risk private sector lending by adopting appropriate measures, such as public partial credit guarantee	Credit guarantee scheme in place	Set up of Credit Guarantee Scheme in UDB for financing eligible SME operations	UDB	5.43	5.70	5.99	6.29	6.60	30.01

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
			schemes targeted to the key growth opportunities									
				Increased availability of borrower information	Establish mechanisms for facilitating access to borrower information by financial institutions with a view to increasing certainty in the credit market (e.g. through Credit reference bureaus)	MFPED						0.00
				Reduced turnaround time of commercial civil cases in court	Increase manpower (Judges, and State Attorneys) dealing with Commercial, civil cases	MOJCA	10.00	20.00	10.00	20.00	10.00	70.00
				Asset Reconstruction Company (ARC) established and operational	Support the establishment of an Asset Reconstruction Company	MFPED		145.00	600.00			745.00
				Insurance products range adopted	Promote innovations for appropriate insurance products for key growth sectors	MTIC	0.00	0.00	0.25	0.00	0.00	0.25
				Increased understanding of MSMEs Credit rating	Simplify, popularize and massively train MSMEs in the	(blank)	2.71	2.85	2.99	3.14	3.30	14.99

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					processes of credit rating							
		1.2: Increase access to long-term finance	1.2.1 Capitalize and strengthen UDB	UDB capitalized and strengthened	Mobilise concessional loans through Lines of Credits from potentials financiers and grants for capitalisation and capacity enhancement of UDB	UDB		0.00	0.00	0.00	0.00	0.00
					Employment Strategy: Strategic design and technical oversight of the Investment for Industrial Transformation and Employment (INVITE) strategy for the Growth Triangle	MFPED	0.00	400.00	400.00	400.00	400.00	1,600.00
					Mobilize and appropriate resources to UDB/UDC based on a results-oriented capitalization framework	MFPED						0.00
					Develop a revised framework for capitalization of UDB/UDC to facilitate MSME based growth via selected commodity value chains	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
			1.2.2 Develop a Development Finance Institutions (DFIs) Policy	Development Finance Institutions Policy in place	Carryout a comprehensive assessment of Government-owned financial institutions	MFPED		3.00				3.00
					Develop a policy on DFI	MFPED						0.00
			1.2.3 Expand the pension and insurance coverage to increase formal sector savings	Savings mobilization strategy in place	Developing and popularizing savings mobilization strategy	MFPED			0.00			0.00
				Insurance coverage Expanded	Conduct regular supervision to insurance service providers	IRA	0.72	0.79	0.79	0.87	0.87	4.04
					Provide an incentive package for life and pension products	IRA	0.20	0.00	0.30	0.40	0.80	1.70
				Increased coverage and growth of the Retirement Benefits Sector	Invest in innovations and insurance products range for expanding insurance penetration;	URBRA		0.10	0.20	0.35	0.40	1.05
					Undertake scheme Risk Reviews	URBRA	0.00	0.40	0.00	0.00	0.00	0.40
					Developing a regulatory and supervisory framework for Informal Sector Retirement Benefit Arrangements	URBRA						0.00
					Establish micro-pension scheme(s) to	URBRA						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					facilitate extension of coverage to Informal Sector							
				Retirement benefits sector coverage and scope increased	Establish a Centralised Micro-Pension Administration System	URBRA						0.00
					undertake pension sector legislative reforms	(blank)						0.00
					Establish Risk Based Supervision Tool and acquire Risk Based Supervision Software, for effective risk assessment, response and monitoring of the Retirement Benefits Sector	(blank)						0.00
		1.3: Mobilize alternative financing sources to finance private investment	1.3.1 Deepen and widen the capital markets	A conducive environment for capital markets is in place	Develop a technical system for investment in government securities via the mobile phone	BoU	0.00	0.00	0.00	0.00	0.00	0.00
					Link the Central Securities Depository (CSD) to the Uganda Securities Exchange (USE)	CMA	0.00	0.00	0.00	0.00	0.00	0.00
					Popularize capital markets investment opportunities, to increase the uptake	CMA	0.50	0.50	0.50	0.50	0.50	2.50

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					of collective investment schemes							
					Develop provisions under the licensing regulations for the registration of Private Equity Funds and Venture Capital Funds	CMA						0.00
				Increased participation in the financial markets	Develop measures that will lead to the listing of public interest entities.	BoU						0.00
					Establish a Deal Flow Facility that will prepare companies to tap into market based finance	CMA	4.50	4.50	4.50	4.50		18.00
					Implement financial market reforms including; Training of market participants, Sensitisation of the retail sector, Development of products specific to the retail market, e.g., mobile phone application for securities trading	BoU	0.00	0.00	0.00	0.00	0.00	0.00
			1.3.2 Strengthen the legal and regulatory frameworks for Private Equity	Legal and regulatory framework for Private Equity and Venture	Develop provisions under the licensing regulations for the registration of Private Equity Funds	CMA	0.50	0.50	0.50	0.50		2.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
			and Venture Capital	Capital strengthened	and Venture Capital Funds							
					Using a fund of funds approach, utilize existing investment management firms to become limited partners in investment vehicles that invest in mature firms seeking capital growth (action from UDC)	UDC		0.00	0.00	0.00	0.00	0.00
					Identify and advance financial policies and regulations that encourage financial market actors to focus on national priorities for sustainable development;	MFPEd	0.10	0.11	0.11	0.12	0.12	0.56
				Increased local firms' Access to Venture and Private equity and support grants	Review the investment code to support investments backed by SPVs, Voint Venture Mergers & acquisitions	UIA	0.00	0.00				0.00
					Dissemination and popularisation of the new investment code to support investments by SPVs;	UIA	0.50	0.50	0.50			1.50
			1.3.3 Build private sector	Resources mobilised from	Mobilise resources under the Global	UIA	0.50	0.00	0.00	0.00	0.00	0.50

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
			capacity access green financing and green growth response	the Global Environment Facility to support private sector	Environment Facility small grants programme to support private sector in undertaking biodiversity, land degradation and climate change related activities;							
					Build capacity of institutions to access funds from the Global Green environment facility;	MFPED	0.00	0.00	0.00	0.00	0.00	0.00
					Adopt protocols with Banks to report on their exposure to direct and indirect green finance;	MFPED						0.00
					Conduct a feasibility study for establishing a publicly supported green refinancing revolving loan fund, focusing on uses such as biogas, solar assembly plants and energy-efficient brick kilns.	MFPED						0.00
					Popularize the integration of Green financing and green growth responses in the implementation of policies and regulations for sustainable trade,	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					industrialization, and co-operative development.							
					Instituting measures that enhance private sector capacity to access green growth response financing	MFPEd						0.00
				Measures undertaken to build private sector capacity access green financing and green growth response	Review of Investment code to support investments for green growth	UIA	0.60	0.60	0.60	0.60	0.60	3.00
		1.4: Address non-financial factors (power, transport, business processes etc.) leading to high costs of doing business	1.4.1 Address non-financial factors (power, transport, business processes etc.) leading to high costs of doing business	Warehouse receipt system strengthened	Increase the number of licensed warehouses	MTIC	1.09	1.09	1.23	1.23	1.36	6.00
					Build capacity at UWRSA	MTIC	2.00	3.00	4.00	3.00	4.00	16.00
					Provide training to stakeholders on warehouse receipting system.	URA						0.00
						UWRSA	1.50	2.50	3.00	2.00	2.50	11.50
					Enhance URA Warehouse Controls	URA						0.00
					Integrate the warehousing receipt	URA						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					system with Electronic Fiscal Receipt and Invoicing Solution (EFRIS)							
					Carry out taxpayer visits to constantly monitor them on the use of E-invoices	URA						0.00
					Implement the DRMS compliance framework	URA						0.00
				Private firm transacting using ICT increased	Continuous invest and improve existing ICT infrastructure for high productivity	NITA-U	0.81	0.81	0.91	0.91	1.01	4.45
					Generate evidence-based feasibility studies for bankable projects to support investment decisions	UIA	1.10	1.10	1.10	1.10	1.10	5.50
					Development of investment clusters along the NDP III growth triangle/corridors for value addition	UIA	0.50	0.50	0.50	0.50	0.50	2.50
					Fast-tracking the implementation of Electronic Fiscal Receipt and Invoicing Solution (EFRIS) and DTS	URA						0.00
				Regional network of OSCs for	Continuous review and re-engineering of key business	UIA	0.90	0.90	0.90	0.90	0.90	4.50

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
				business processes and licensing implemented	processes for investment and licensing							
					Automation of key government business processes for investment and licensing	UIA	2.30	2.30	2.30	2.30	2.30	11.50
					Undertake competitiveness studies to identify bottlenecks and policy issues	UIA	1.00	1.00	1.00	1.00	1.00	5.00
					Establishment (construct) Regional OSCs starting with Mbale, Mbarara, Gulu, Arua	UIA	3.00	3.00	3.00	3.00	3.00	15.00
				Industrial Parks and Free trade zones connected to electricity	Expand the Electricity Transmission Grid to Industrial Parks and Free Trade zones	MEMD	0.00	150.00	0.00	0.00	0.00	150.00
				Reduced power losses in the electricity network	Increased efforts to reduce the technical and commercial losses (power theft)	MEMD	0.00	0.00	0.00	0.00	0.00	0.00
	5: Strengthen the enabling environment and enforcement of standards	5.1 Support the national conformity assessment system to attain international recognition	5.1 Support the national conformity assessment system to attain international recognition	National conformity assessment system supported	Support the Development and popularization a system for assessment to guide international accreditation of trade	MTIC	2.00	2.00				4.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
		through Accreditation	through Accreditation		and industry services in the region.							
					Develop, implement and popularize standards and procedures for conformity assessment	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Maintain and expand the existing scope for accreditation to ensure recognition of UNBS certification services, testing and metrology services, as well as inclusion of Imports Inspection, market surveillance and Legal Metrology	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Undertake training of Auditors for maintenance of competence and registration in fulfilment of accreditation requirements	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Increase testing capacity by strengthening the laboratory recognition scheme for private and Government laboratories.	UNBS	0.00	0.00	0.00	0.00	0.00	0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
		5.2 Rationalize and harmonize standards institutions, and policies at local and regional level	5.2 Rationalize and harmonize standards institutions, and policies at local and regional level	Institutional and policy frameworks for investment and trade harmonized	Review and harmonize policy frameworks on regional investment and trade in place	MTIC	0.40	0.20	0.20	0.20		1.00
					Support the tracking of goods and services to prevent counterfeits and nontrade barriers	MTIC						0.00
					Review and resolve Nontariff barriers issues constraining trade and investment in the EAC	MTIC						0.00
					Intensify the tracking and elimination of substandard goods and services and counterfeit goods	UNBS	3.20	3.20	3.20	3.20	3.20	16.00
					Develop new standards in line with products and services innovations	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Increase the number of accredited labs	UNBS						0.00
					Support local SMEs especially manufacturers to meet the standards requires to export their products	UMA						0.00
					Participate in developing trade and	URA						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					investment frameworks							
					Collaborate with MDAs & EAC revenue authorities on standard development and harmonization	URA						0.00
					Strengthen verification and enforcement	URA						0.00
					Decentralization of UNBS services and quality infrastructure (Food safety laboratories)	UNBS	1.85	12.03	12.24	12.46	12.71	51.29
					Harmonize Legal Metrology procedures and processes in accordance with EAC and other Regional Agreements to minimize technical barriers to trade (NTBs)	UNBS	2.00	2.20	2.42	2.66	2.93	12.21
					Intensify the tracking and elimination of substandard goods and services and counterfeit goods through conducting market surveillance inspections	UNBS	3.90	4.30	4.72	5.19	5.71	23.82

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Harmonize certification procedures and processes in accordance with EAC and other Regional Agreements to minimize technical barriers to trade (NTBs)	URA						0.00
					Undertake Peer Assessment to promote mutual recognition of certification services to facilitate trade	URA						0.00
					Harmonize Imports Inspection procedures and processes in accordance with EAC and other Regional Agreements to minimize technical barriers to trade (NTBs)	URA						0.00
					Harmonize Market Surveillance procedures and processes in accordance with EAC and other Regional Agreements to minimize technical barriers to trade (NTBs)	MTIC	0.00				0.00	0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
					Undertake Peer Assessment to promote mutual recognition of Market Surveillance services to facilitate trade	MTIC	0.00	0.00	0.00	0.00	0.00	0.00
					Review standards and harmonize policy frameworks on Investment and trade	MTIC	0.13					0.13
		5.3 Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses	5.3 Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses	Legal and regulatory frameworks reviewed to remove restrictions and provide incentives for formalization	Participate in the review of the legal and regulatory frameworks	URA						0.00
					Enhance tax education activities	URA						0.00
					Reform and update Commercial laws to promote competitiveness and regional integration	URSB	0.30	0.30	0.30	0.30	0.30	1.50
					Formulate a National Policy on business formalization	URSB		0.16				0.16

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Develop and Implement measures eliminating creation of new domestic arrears	MFPED	6.08	3.80	3.80	3.04	2.28	19.00
					Conduct reviews of existing laws and regulations	MTIC						0.00
				Faster settlement of awards resulting from tax appeals won by the private sector	Mainstream policy aspects of Public Investment Management in the National Investment Policy	MFPED						0.00
				Outstanding court awards, mandamus orders and compensation arrears settled	Undertake the study on the structure, composition and challenges of the informal sector	MFPED						0.00
					Pay and clear court awards, mandamus orders and compensation arrears	MOJCA	54.50	163.50	163.50	163.50		545.00
				Faster settlement of awards resulting from tax appeals won by the private sector	Strengthen the capacity of tax appeals mechanisms to reduce on the time taken to resolve tax complaints.	TAT						0.00
				Domestic arrears eliminated	Develop and Implement measures	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					eliminating domestic arrears							
		5.4 Improve data availability on the private sector; and Improve Dialogue between the private sector and Government	5.4 Improve data availability on the private sector; and Improve Dialogue between the private sector and Government	Adequate framework for a MSME database in place	Establishment of adequate framework for a MSMEs database	UIA	0.20	0.20	0.20	0.20	0.20	1.00
					Collaborate and join platforms and working groups involved in data management and its standardisation	UIA	0.00	0.00	0.00	0.00	0.00	0.00
					Establishment of adequate framework for a MS SMALL AND MEDIUM SCALE ENTERPRISES database	UIA						0.00
					Integrate the MSME with the URA tax register	URA						0.00
					Conduct a needs assessment and Identification of Jua-Kalis and facilitate Jua-kalis business start-up with tax toolkits	(blank)						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Monitor and report on PIRT points	(blank)						0.00
		5.5 Create appropriate incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED	5.5 Create appropriate incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED	Incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED in place	Review of Investment code to support investments for green growth	UIA						0.00
					Support the design of policies to encourage private sector involvement in green projects							0.00
					Developing and popularizing a preferred Local Economic development investment portfolio	MFPED						0.00
					Popularize the integration of Green financing and green growth responses in policies and regulations for sustainable trade, industrialization, and co-operative development.	MFPED						0.00
					Conduct sensitizations drives	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					for the private sector on Green Growth and LED							
					Put in place incentives to attract the private sector to finance green growth	MWE						0.00
					Partner with the private sector to mobilise financial resources and knowhow on green growth	MWE						0.00
					Developing an incentives policy green growth investment financing by the private sector.	MFPED						0.00
					Build the in-country capacity of government agencies and other involved stakeholders and institutions to design, implement and monitor policies to foster green growth objectives	MFPED						0.00
						MWE						0.00
					Establishing institutional mechanisms for accessing privileges for investing in green growth financing.	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
					Develop technologies for sustainable manufacturing	UIRI	0.00	5.00	5.00	5.00	5.00	20.00
					Build capacity of the private sector to access funds from the Green Climate fund	MFPEP						0.00
		5.6 Increase accessibility to serviced industrial parks	5.6 Increase accessibility to serviced industrial parks	Increased fully serviced industrial parks	Establishment of adequate framework for a MSMEs database.	UIA	0.20	0.20	0.20	0.20	0.20	1.00
					Develop and comprehensively service industrial parks	UIA	42.00	42.00	42.00	42.00	42.00	210.00
					Rally the local private sector to seize the opportunities in industrial parks	UMA	0.00	0.00	0.00	0.00	0.00	0.00
					Developing 6-7 new industrial parks/economic zones	UIA	0.00	0.00	0.00	0.00	0.00	0.00
					Undertake a cost-benefit analysis for the local private sector to operate in industrial parks	UMA						0.00
		5.7 Increase accessibility to export processing zones	5.7 Increase accessibility to export processing zones	Export processing zones established	Develop unique Customs Procedure Code for Free Zones developed in collaboration with URA	UFZA		0.03	0.03	0.03	0.03	0.12

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Provision of incentives to local enterprises to operate in free zones	UFZA						0.00
					Market and attract developers and operators in the Public and Private Free Zones	UFZA		0.00	0.00	0.00	0.19	0.19
					Completion of the construction of Entebbe International Airport Free Zone	UFZA	5.50	30.70	0.10	0.10	0.10	36.50
					Map commercially viable areas for setting up free zones along the Eastern and Albertine growth corridors	UFZA		0.00	0.02	0.00	0.00	0.02
					Undertake Research & Surveys to inform policy and strategy for the growth and development of the Free Zones in Uganda	UFZA		0.00	0.00	0.00	0.00	0.00
					Review the legal and regulatory framework for Free Zones (Free Zones Act 2014; PERD Act; Annual Business Licensing Reform Agenda)	UFZA		0.20	0.20	0.05	0.05	0.50

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Collaborate with the EAC/ COMESA /ACFTA countries to streamline the Policy environment for Free Zones	UFZA		0.00	0.00	0.08	0.00	0.08
					Set up physical/industrial infrastructure and provide utilities in Buwaya, Kasese, Soroti & Jinja Free Zones	UFZA		277.50	56.00	56.00	56.00	445.50
Strengthening Private Sector Institutional and Organizational Capacity	2: Strengthen the organizational and institutional capacity of the private sector to drive growth	2.1: improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities	2.1.1 Strengthen Business Development Services centres	Clients' Business continuity and sustainability Strengthened	Strengthen Business recue services, continuity and sustainability	URSB	0.06	0.27	0.17	0.17	0.17	0.84
					BDSs provided with analysed national and international market information for rational enterprise decision-making in prioritized growth activities	UIA	2.00	2.10	2.10	2.10	2.10	10.40
					Review and generate a functional SME	UIA		2.00	3.00			5.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					data base to enable delivery of BDS							
					Establishing Regional Business Development Service Centres	UIA	4.50	3.00	3.00	3.00	3.00	16.50
					Enterprise Growth & Development: Formulate and Coordinate the National Business Development Services Strategy to support enterprise growth and development	UIA	2.40	2.40	2.40	2.40	2.40	12.00
					Operationalizing regional BDSs to provide services massively	UIA						0.00
					Developed mechanisms to incentivize businesses that have been formalized and have complied with conditions precedent	URSB						0.00
					Conduct a needs assessment and Identification of Jua-Kalis and harmonize all support to them.	MTIC		0.00	0.00	0.00	0.00	0.00
					Increase funding and support to youth and women businesses	MGLSD						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					initiatives through the YLP and UWEP							0.00
					Promote functional adult literacy through providing training in basic literacy and numeracy skills	MGLSD						0.00
				Business Development Services framework established	Undertake Youth and SME BDS	MTIC		0.10				0.10
					Increase capacity of the PSD programme stakeholders to deliver researched solutions and products for MSMEs adoption	MFPED						0.00
					Deliver Business Development Services to MSMEs	UIA						0.00
					Provision of support to peer to peer learning of new developments around manufacturing	UIA		0.00	0.50	0.50	0.50	1.50
				Industry associations and clusters (chambers of commerce and trade unions) strengthened	Facilitate Jua-kalis business start-up with toolkits	MTIC		0.00	0.00	0.00	0.00	0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
			2.1.2 Establish Business Development Services framework	Business Development Services framework established	Developing a BDS Policy	MTIC	1.08	4.80	4.80	4.80	4.80	20.28
					Developing the MSME Data base	UIA		0.00	0.00	0.00	0.00	0.00
					Developing, adoption and implementation of the National BDS Framework	UIA	1.00					1.00
					Acquisition of FDI intelligence tools targeting investors for Africa	UIA	0.40	0.50	0.60	0.70	0.80	3.00
					Profiling and interactive servicing of Youth and SMEs captured in the Database	UIA	1.50	0.60	0.60	0.60	0.60	3.90
					Conduct surveys and studies leading to the development of the BDS framework	UIA		0.00	0.00	0.00	0.00	0.00
			2.1.3 Strengthen Industry associations, chambers of commerce and trade unions	Industry associations and clusters (chambers of commerce and trade unions) strengthened	Assessing capacities of Associations and enterprises	MTIC	1.10	1.16	1.22	1.28	1.34	6.10
					Support the provision of value addition/COMMON USER facilities for	URA/MTIC		0.00	0.00	0.00	0.00	0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					associations / cooperatives							
					Strengthening mechanisms for public, private dialogue especially to include small scale industries	URA						0.00
					Establish and integrate Management Information Systems to support Associations, trade unions and Cooperatives	MTIC		0.00	0.00	0.00	0.30	0.30
					Provision of oversight (investigations, inspection, audit and arbitration) services to associations, trade unions and cooperatives.	MTIC		0.00	0.00	0.00	0.00	0.00
					Supporting industry associations, chambers of Commerce and trade union networks along their respective value chains	MTIC		0.00	0.00	0.00	0.00	0.00
					Establish an incentive framework to build membership for industry-specific associations	MTIC		0.00	0.00	0.00	0.00	0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Strengthen stakeholder management with trade unions	URA		2.70	2.70	2.70	2.70	10.80
					Implement Tax education programs	URA						0.00
			2.1.4 Establish National, regional, global and business links for registered local enterprises	Measures undertaken to create national, regional and global business links created for registered local enterprises	Strengthen the Authorized Economic Operators Programme and national and regional level	URA		0.00	0.00	0.00	0.00	0.00
					Establish Trade and market information system/centres in the MDAS & LGs to support National, regional and global linkages	URA	2.00	2.10	2.21	2.32	2.43	11.06
					Support and coordinate engagements and international Trade Fairs, Exhibitions and Expositions for priority products and markets	URA		0.00	0.00	0.00	0.00	0.00
					Negotiate trade agreements to secure duty free and quota free market access and favourable	URA	2.00	3.00	0.00	0.00	0.00	5.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					arrangements for Ugandan products							
					Popularize priority global commodities value chains to provide opportunities for local participation.	UIA		0.00	0.00	0.00	0.00	0.00
					Promote formalization and certification of products, processes and services in enterprises	UFZA		0.00	0.00	0.00	0.00	0.00
					Develop and implement a framework for issuance and management of Internationally recognized product bar codes for Ugandan products, and firms	MTIC		0.00	0.00	0.00	0.00	0.00
					Promote the backward and forward linkages between Small and Medium sized Enterprises and Free Zones to access regional and international market	UFZA		0.00	0.00	0.00	0.00	0.00
					Strengthen partnerships with Business Associations	UFZA		0.08	0.07	0.07	0.80	1.02

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					for backward and forward linkages in Free Zones							
					Mainstream and implement Local Content in Free Zones	UFZA		0.07	0.08	0.08	0.08	0.31
			2.1.5 Increase Automation of business processes	Measures undertaken to increase the automation of business processes	Support the generation of electronic Warehouse Receipts against Deposits (Commodities) for purposes to facilitate trading on the Commodity Exchange	MTIC	2.71	2.85	2.98	3.15	3.31	15.00
					Improve URA business processes	URA/MTIC						0.00
					Develop, operationalize, and upgrade interactive web-based information access one-stop investment and BDS Centres	URA	3.00	3.00	3.00	3.00	3.00	15.00
					Organise regular hands-on trainings on business automation for SMEs	UIA	0.00	0.50	0.50	0.50	0.50	2.00
					Developing and disseminating localized I.T solutions for small business	UIA	1.00	1.30	1.60	2.00	2.30	8.20

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
					Automate systems for application, monitoring, supervision and control of Free Zones	URA		0.00	0.00	0.00	0.00	0.00
					Increase innovation and automation of business processes to simplify registration services	UFZA	0.00	1.53	1.53	1.53	1.53	6.12
						URSB						0.00
				Established a unique identifier for all businesses across agencies	Re-engineer business processes that serve the private sector	URA						0.00
				National E-Commerce platform for Ugandan products and services established	Establish Agency registration points to increase access to formalization	URSB	0.40	0.30	0.30	1.00	1.00	3.00
					Integrate URA systems with the national E-Commerce platform	URA						0.00
				Establish a unique Identifier for all businesses across agencies	Implement a single registration form to ease formalization	URSB	0.30	2.50	2.50	2.00	2.00	9.30
			2.1.6 De-risk Sub-county skills-based	Formation of producer cooperatives	Mobilizing Youth and women for entrepreneurship,	MGLSD	0.00	0.60	0.60	0.60	0.60	2.40

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
			enterprise associations (EMYOGA)	and pooling of resources for credit facilitated	business formalization and compliance to regulations							
					Organize continuous partnerships among implementing partners to advance the cooperative movement	MTIC		0.00	0.00	0.00	0.00	0.00
					Promote business linkages between skills-based enterprises/MSMEs with established business firms	UIA	0.00	0.13	0.16	0.20	0.10	0.59
			2.1.7 Support organic bottom up formation of cooperatives	Support measures undertaken to foster organic bottom up formation of cooperatives	Promotion, registration, inspection, and auditing of Cooperative activities	MTIC	10.00	10.50	11.03	11.58	12.16	55.27
					Conducting intensive skills training for cooperatives leadership in governance, credit and default management, financial literacy, and enterprise management.	MTIC		0.00	0.00	0.00	0.00	0.00
					Popularize cooperatives formation	MTIC		0.00	0.00	0.00	0.00	0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Design and deliver tailor-made skills and training programs for co-operators	MTIC		0.00	0.00	0.00	0.00	0.00
					Enable the process of matching manufacturing firms in need of raw materials with farmer and producer cooperatives	MTIC		0.00	0.00	0.00	0.00	0.00
			2.1.8 Strengthen Corporate Rescue Framework in Uganda to improve the Country's Global Competitiveness ease of doing business ranking index	Strengthened Corporate Rescue Framework in Uganda	Creating public awareness on insolvency services	URSB	0.49	0.30	0.50	0.30	0.50	2.09
					Automating Insolvency procedures	URSB	0.25	0.35	0.19	0.19	0.19	1.17
					Promote foreign participation in Uganda's insolvency regime	URSB	0.07	0.07	0.07	0.07	0.07	0.35
					Review of the Insolvency legal framework in Uganda	URSB		0.07		0.07		0.14

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
		2.2: Strengthen system capacities to enable and harness benefits of coordinated private sector activities	2.2.1 Establish research and innovation for Micro, Small, and Medium Scale Enterprises (MSMEs)	Research and innovation strengthened for MSMEs	Establishing research and innovation resources and ensuring access to by MSMEs	UIRI	2.00	2.10	2.21	2.32	2.43	11.06
					Increase capacity of the PSD programme stakeholders to deliver researched solutions and products for MSMEs adoption	MFPED						0.00
					Design and build the CVC online portal and; Design and compilation of DINE Profiles	MFPED						0.00
					Provide Technical Advisory and Analytical Laboratory services	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Strengthen applied Research for development of Value-Added Products	UIRI	0.00	0.00	0.00	0.00	0.00	0.00
					Expand/scale up provision industrial production infrastructure and facilities in all regions	UIRI	0.00	0.00	0.00	0.00	0.00	0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
					Develop electronic and automated solutions for utilization by various sectors	(blank)	4.00	6.00	6.00	8.00	8.00	32.00
					Develop partnerships with the private sector to conduct research on key issues affecting private sector growth	UIRI	5.00	6.00	13.00	15.00	18.00	57.00
					Operationalize Machining and Manufacturing Production and Training Centre for Industrial Skills Capacity Training	UIRI	0.00	0.00	30.00	30.00	30.00	90.00
					Develop a national Research Agenda in STEI	MOSTI						0.00
					Assess and accredit an inventory of Institutions and Laboratories	MOSTI						0.00
					Develop a Research and Development database	MOSTI						0.00
					Undertake Start-up business mentorships seminars	UNCST		0.00	0.00	1.80	1.80	3.60
					Support business enterprises to mine and exploit scientific intellectual property rights	UNCST		3.80	4.00	2.00	2.00	11.80

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Establish and implement research dissemination f/w on Private Sector issues to the relevant stakeholders ensuring flexible learning and establishment of 2 incubation centres	UNCST		0.00	0.00	0.00	0.00	0.00
					Develop partnerships with the private sector to conduct research on key issues affecting private sector growth.	UIRI						0.00
			2.2.2 Develop product and market information systems	Product and market information systems developed	Support the equipping of regional and local government-based offices with e-kits for market information	MTIC	2.81	2.99	3.09	3.27	3.37	15.53
					Support increased Product Management Info Sys information dissemination by Central and Local government BDS Centres	MTIC						0.00
			2.2.3 Strengthen the system of incubation centres to support growth	System of incubation centres strengthened to support growth	Support the development, equipping and operationalization of design studios and incubation centres	MTIC	4.00	4.20	4.41	4.63	4.86	22.10

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
			of SMEs in strategic areas	of SMEs in strategic areas	covering Science Technology and Innovation with specific attention to youths and women							
			2.2.4 Establish One stop centres in the new cities per region for business registration and licensing	One stop centres for business registration and licensing established	Establishment of a one-stop centre for business registration and licensing & other services (Fortportal, Masaka, Hoima, Lira, Soroti, Gulu, Jinja, Entebbe,	UIA	3.00	3.00	3.00	3.00	3.00	15.00
					Support Intellectual Property registration and exploitation	URSB	1.20	1.65	1.23	1.38	1.16	6.62
					(blank)							0.00
					Strengthen TREP collaboration	URA						0.00
Unlocking Investment and Private Sector Potential	3: Promote local content in public programmes	3.1 Develop and implement a holistic local content policy, legal and institutional framework	3.1 Develop and implement a holistic local content policy, legal and institutional framework	An overarching local content policy framework developed	Implement the existing local content policy, and other related legal and institutional framework	MFPED	2.00	2.00	1.00	1.00		6.00
					Establishing and operationalizing structures for implementation of the local content framework, a Local Content monitoring Committee at entity and National level	MFPED		0.70	0.70	0.70		2.10

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
					Building capacity of local providers to compete favourably in public procurement	MFPED	1.20	1.30	1.50	1.80	2.00	7.80
					Dissemination of the comprehensive local content framework	MTIC						0.00
					Develop standards for the goods and services that are subject to local content	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Develop a system of equating and harmonizing international standards with Uganda standards e.g. Chinese or European standards to support local content policy	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Support local producers to attain Certification, testing and calibration of services to support local content	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Mainstream and implement the Local content policy in Free Zones	UFZA		0.00	0.00	0.00	0.00	0.00
					Monitor and enforce the Implementation of the Guidelines on	PPDA	0.46	0.51	0.56	0.61	0.67	2.81

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Preference and Reservation Schemes							
					Promote and enforce local content in labour market	MGLSD						0.00
					Monitoring and reporting the implementation of local content in public procurement	PPDA	1.32	1.45	1.60	1.76	1.93	8.06
					Review labour laws in line with the provisions in the local content framework	MGLSD						0.00
					Set up a fund to support local firms to be competitive in the domestic and international markets with the focus on high valued products.	UIA						0.00
					Attract Greenfield Investments along the new growth corridors	UFZA		0.26	0.16	0.16	0.16	0.74
					Review of legal and regulatory frameworks to remove restrictive legislation and fast track pending bills (Investment Climate and Competitiveness: Conclude the	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					following Policies: National Investment Policy; Economic Development Policy; and National Population Policy and Process the Annual Agenda of the Development Committee)							
		3.2: Build the capacity of local firms to benefit from public investments	3.2 Build the capacity of local firms to benefit from public investments	Measures undertaken to increase the capacity of the local construction industry to participate in public investment programmes across sectors	Training of local contractors in investment partnership management	MTIC	7.23	7.97	8.75	9.73	10.77	44.45
					Undertake assessment of industry processes and systems	UNBS	0.00	0.00	0.00	0.00	0.00	0.00
					Conduct an inventory of locally produced goods services and works that can be purchased by government	MFPED	0.20	0.30	0.30	0.10		0.90
					Develop a database of SMEs and Marginalised groups.	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Reserve goods, services and works for SMEs and marginalised groups	MFPED						0.00
					Conduct various studies sustainable procurement	MFPED						0.00
					Loans agreements to observe the local content enhancement policy	MFPED	0.80	0.75	1.00	1.00	1.00	4.55
					Fast-track the rollout of the E-Government procurement and provide training to stakeholders	PPDA						0.00
					Mobilise local firms' participation in public investment programmes across sectors	MFPED						0.00
					Establish/create and capitalize a National Construction Company	UDC	90.00	80.00	5.53			175.53
					Develop and publicise a transparent incentive framework that supports local investors (Mobilise SMEs to access PE)	(blank)						0.00
		3.3 Develop and publicize a transparent incentive	3.3 Develop and publicize a transparent incentive	Transparent incentive framework developed	Development and adoption of the incentive's framework	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
		framework that supports local investors	framework that supports local investors									
					Establish mechanisms for evaluating costs and benefits of incentives in place, their appropriate duration, and their impact on the economy.	MTIC						0.00
					Popularizing the incentives framework	MFPED						0.00
	4: Strengthen the role of government in unlocking investment in strategic economic sectors	4.1 Undertake strategic and sustainable government investment and promote private sector partnerships in key growth areas	4.1 Undertake strategic and sustainable government investment and promote private sector partnerships in key growth areas	Pipeline of bankable priority NDP3 projects developed for private investment	Coordinate the continuous development, review and approval of bankable strategic investment projects in the pipeline for	MFPED						0.00
					Structural Transformation: Follow up and review of the Public Investment Management for Agro-industry (PIMA) Strategy	MFPED	3.00	3.00	3.00	3.00	3.00	15.00
					Production and Publication of the Poverty Status Reports; Sustainable	MFPED						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Development Reports; Annual Private Sector Development Report; and Background to the Budget							
					Negotiation on EAC investment and fair implementation of the Common Market Protocol	MFPED						0.00
					Review and amendment of the Public Enterprises Reform and Divestiture(PERD) Act 1993	UIA						0.00
					Developing of national capacity for rapid development and appraisal of investment projects in national priority areas.	MFPED	0.00	2.00	2.00	2.00	2.00	8.00
					Mobilizing and facilitating private partnerships for equity investment in projects implemented by UDC	MFPED						0.00
					Promoting Public Private Partnerships Dialogue and engagement for Local Economic Development	MTIC		2.00	2.00	2.00	2.00	8.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
					Undertake economic and commercial diplomacy activities involving promoting global awareness of Investment opportunities in Uganda	MOFA	0.00	0.20	0.20	0.20	0.20	0.80
					Develop the diaspora engagement infrastructure and address barriers limiting direct diaspora investment	MOFA						0.00
					Set up and fully equip 2 regional public Free Zones along the Eastern and Albertine Growth Corridors	UFZA		0.00	0.00	300.00	0.00	300.00
					Conduct Feasibility Studies for Buwaya, Kasese & Soroti private Free Zones	UFZA			0.00	0.00	0.00	0.00
					Initiate interaction of Free Zones with the Academia, Policy Research institutions to support private and public investments	UFZA			0.02	0.02	0.03	0.07
					Identify and implement policies and strategies for mobilizing blended finance	MFPED	0.00					0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					Support the identification and development of trade and industrial projects for marketing to the private sector along value chains preferred by government	MTIC	0.00	0.10	0.10	0.10	0.10	0.40
					Mobilize and incentivize the Ugandan diaspora to participate in national development	MOFA						0.00
					Review and amendment of the PERD Act	UIA		0.00	0.00	0.00	0.00	0.00
				Private sector funding through UDC increased	Increase the Total private equity investment facilitated by UDC	MFPED						0.00
					Develop a pipe line of UDC projects in key priority areas and facilitate their financing							0.00
					Build the investment and management competence of UDCs	UDC						0.00
					Provide risk capital to SMEs with entrepreneurial and growth potential record.	UDC						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY	FY	FY	FY	FY	Total
							2020/21	2021/22	2022/23	2023/24	2024/25	
		4.2 Strengthen research and innovation capacity in support of private and public investment	4.2 Strengthen research and innovation capacity in support of private and public investment	Capacity for research and development strengthened to support private and public investment	Initiate interaction of Free Zones with the Academia, Policy Research institutions to support private and public investments	UFZA						0.00
					Establish partnerships between developed manufacturing firms and upcoming or starts-up	UMA						0.00
					Establish national, Regional and International partnerships and networks in research and innovation	MOSTI						0.00
					Strengthen research mentorship and standards in physical chemical and social sciences	MOSTI						0.00
					Increase funding to the innovation fund	MOSTI						0.00
					Develop guidelines for integration of ST&I in MDAs & LGs development processes	MOSTI						0.00
					Build Capacity of staff and stakeholders	MOSTI						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					involved in research and innovation							
					Develop a National Policy and strategy for Technology Development and Transfer	MOSTI						0.00
					Conduct Innovation and intellectual awareness	MOSTI						0.00
					Incorporate ST&I in the school curriculum	MOSTI						0.00
					Conduct research on policies and complementary initiatives that would promote SMEs in value addition in key sectors	EPRC						0.00
					Increase funding for research on Private sector issues	EPRC						0.00
					Conduct research on the necessary skills development requirements and how best to address the currently very low productivity due to lack of relevant skills among SMEs	EPRC						0.00
					Undertake research on the institutional reforms required to	EPRC						0.00

Sub-Program	Objective	Intervention	Sub Intervention	Output	Actions	Lead	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
					promote private sector							
					Facilitate research on the critical issues for private sector access to credit, and markets	EPRC						0.00
					Produce new products/innovations from research and development	UIRI	0.00	0.00	0.00	0.00	0.00	0.00
					Conduct SME, student and community training and outreach	UIRI	0.00	0.00	0.00	2.00	0.00	2.00
					Intensifying research on private sector and competitiveness.	MOSTI						0.00
Grand Total							1,062.69	2,252.68	2,294.70	2,044.50	755.53	8,410.10

Annex Table 2 PSDP Objectives and output results

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
1: Sustainably lower the costs of doing business	1.1: Increase access to affordable credit largely targeting MSMEs	Government owned financial institutions capitalized	Feasibility study report on public financial institution including a capitalisation framework	0	1 Feasibility Study Report	1 Business Plan				NPA
			Amount of funds recapitalized per Government-owned banks per year (UGX Billion)	0 4.71	TBD	TBD	TBD	TBD	MFPED	
			Total assets available for lending in government-owned banks	0	0	0	0	0	0 MFPED	
			Average lead time for loan	0 10 days	10 days	10 days	10 days	5 days	MSC	

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
			processing at MSCL							
			Number of stress testing exercises undertaken							BoU
			Number of on-site and off-site supervisions							BoU
		A short term development credit window for MSMEs set up	Number of MSME beneficiaries under the INVITE project	0	500	500	500	500	500	500 MFPED
			Number of MSMES accessing EMYOOGA fund							(blank) MFPED
			Proportion of MSMES accessing credit from government owned commercial banks	Proportion of MSMES accessing credit from government owned commercial banks	0	0.5	0.75	0.85	0	MFPED
				Amount of funds injected into UDB (UGX billion)						MFPED
		Security Interest in Movable Property Registry System fully	No. of MSMES sensitized and trained on usage of Security Interest in Movable Property	0	200	300	400	500	600	URSB

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		functional and accepted by the industry	Registry System (SIMPRS)							
			No. of women and youths sensitized and trained on usage of Security Interest in Movable Property Registry System (SIMPRS)		0	0	0	0	0	0 URSB
						200	300	400	500	600 URSB
			Number of security interests registered at the movable property registry		0	3145	3648	4232	4909	5694 URSB
			Number of companies that successfully go through business rescue (avoid liquidation)	24		538 642		746 846	946	URSB
				24		538 642		746 846	946	URSB
			% of EOI requests completed within the Stipulated International standards				0.6	0.7	0.8	0.9 URA
			Number of security interests registered with		0	0	0	0	0	0 URA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
			the movable property registry that are tax compliant							URSB
		Credit guarantee scheme in place	Number of MSME credit lines/ loans guaranteed		0	0	0	0	0	0 UDB
		Increased availability of borrower information	No. of new measures put in place to increase availability of borrower information	0	2 (CRB regulations updated, guidelines on data collection)	2 (Upgrade CRB system, awareness for Tier 4 providers)	1 (integration NIN with financial sector databases)		0	1 (public credit registry) MFPED
		Reduced turnaround time of commercial civil cases in court	No. of years it takes to dispose a commercial civil case		4	3.5	3	2.5	2	2 MOJCA
		Asset Reconstruction Company (ARC) established and operational	Operational ARC No	No	No	NO	Yes	Yes	Yes	MFPED
		Insurance products range adopted	Proportion of MSMEs Credit rated		0	1000	1000	1000	1000	1000 MTIC
		Increased understanding of MSMEs Credit rating	Proportion of MSMEs Credit rated		0	0	0	0	0	0 (blank)

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead			
1.2: Increase access to long-term finance		UDB capitalized and strengthened	Amount of funds injected into UDB (UGX billion)	0	0	0	0	0	0	0 UDB			
						103	550	500	400	500	MFPED		
			A revised framework for capitalization of UDB	0	0	0	0	0	0	0	MFPED		
			Development Finance Institutions Policy in place	A comprehensive assessment of Government-owned financial institutions and a developed DFI policy	0	0	1	0	0	0	0	MFPED	
						0	0	0	0	0	0	MFPED	
						0	0	1	0	0	0	0	MFPED
			Savings mobilization strategy in place	Savings mobilization strategy	0	0	1	0	0	0	0	0	MFPED
			Insurance coverage Expanded	Number of insurance service providers supervised	0	0	0	0	0	0	0	0	IRA
				Number of insurance innovations tested in a regulatory sandbox	0	0	0	0	0	0	0	0	IRA
	Increased coverage and growth of the Retirement Benefits Sector	Sector Operating Ratio (Cost to Asset ratio)	0.01	0	0	0	0	0	0	0	URBRA		

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
			Annual Retirement Benefits Sector Asset Growth Rate	0.26	0	0	0	0	0	0 URBRA
			Coverage (% of labour force enrolled)	0.14	0.15	0.16	0.18	0.19	0.2	URBRA
			Overall Scheme Risk Rating in the Retirement Benefits Sector	0.0166	0.0146	0.0126	0.0106	0.0086	0.0066	URBRA
		Retirement benefits sector coverage and scope increased	Overall Scheme Risk Rating in the Retirement Benefits Sector	0	0	0	0	0	0	URBRA
										(blank)
	1.3: Mobilize alternative financing sources to finance private investment	A conducive environment for capital markets is in place	Number of CIS Accounts opened to invest in government securities through mobile phones	0	200	200	200	200	200	200 BoU
			Number of CIS accounts	0	200	200	200	200	200	200 CMA
			Measures implemented to encourage public interest companies to list	0	0	1	1	1	1	1 CMA
			Number of companies supported by a	0	0	5	5	5	5	5 CMA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
			functional Deal Flow Facility		0	0	0	0	0	0 BoU
		Increased participation in the financial markets	Number of CIS Accounts opened to invest in government securities through mobile phones		0	0	0	0	0	0 CMA
			Number of initiatives undertaken to increase market participation		0	0	0	0	0	0 CMA
					TBD		0	0	0	0 BoU
		Legal and regulatory framework for Private Equity and Venture Capital strengthened	Number of domestically registered Private Equity and Venture Capital Funds		0	0	2	2	2	2 CMA
			Number of new investors resulting from the establishment of the special purpose vehicles	100	2500	2500	0	0	0	0 UDC
			Uganda Rising – Promoting Start-up innovation		0	0	0	0	0	0 MFPED
		Increased local firms' Access to Venture and Private equity and support grants	Top 100 SMEs for support to access PE		0	5	5	5	5	5 UIA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
			Uganda Rising – Promoting Start-up innovation		0	4	4	4	4	4 UIA
		Resources mobilised from the Global Environment Facility to support private sector	Percentage of diaspora remittances channelled into investment		0.06	0.8	0.6	0.6	0.6	0.6 UIA
			Number of measures undertaken to build private sector capacity access green financing and green growth response		0	0	0	0	0	0 MFPED
					4	2	2	2	1	MFPED
		Measures undertaken to build private sector capacity access green financing and green growth response	Number of measures undertaken to build private sector capacity access green financing and green growth response		0	0	0	0	0	0 UIA
	1.4: Address non-financial factors (power, transport, business processes etc.)	Warehouse receipt system strengthened	Number of warehouses licensed under the UWRSA		0	0	0	0	0	0 MTIC

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		leading to high costs of doing business								
			Number of warehouse receipts generated at warehouses		0	0	0	0	0	0 MTIC
			Number of green growth investments supported across the 4 Priority Programme Areas-Tourism, Agro-industrialization, Sustainable Energy Development, Infrastructure and Transport		0	0.02	2	3	4	5 UW RSA
			Proportion of Customs Warehouse connected to the online sys		0	0	0	0	0	0 URA
			Number of warehouse receipts generated via EFRIS		0	0	0	0	0	0 URA
			No. of pre filled returns entered against the population on the tax register		0	0	0	0	0	0 URA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
			Improved tax refund, IND 2. Modern audit skills and tools established. 3. improved tax refund management		0	0	0	0	0	0 URA
		Private firm transacting using ICT increased	Proportion of private firm transacting using ICT		0	0.25	0.25	0.25	0.25	0.25 NITA-U
			Number of feasibility studies for bankable projects to support investment decisions conducted		0	0	1	1	1	1 UIA
			No. of business clusters developed NDP III growth triangle/corridors along the value chain		0	0	1	1	1	1 UIA
			Proportion of private firms transacting using EFRIS and Digital Tax Stamps (DTS)		0	0	0	0	0	0 URA
		Regional network of OSCs for	Number & functionality of OSCs		0	0	0	0	0	0 UIA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		business processes and licensing implemented								
		Industrial Parks and Free trade zones connected to electricity	No. of Industrial Parks and free Trade zones connected	4	4	4	5	6	9	MEMD
		Reduced power losses in the electricity network	Percentage of the energy losses in the electricity network	16.50	16	15.26	14.30	13.97	13.22	MEMD
5: Strengthen the enabling environment and enforcement of standards	5.1 Support the national conformity assessment system to attain international recognition through Accreditation	National conformity assessment system supported	Number of measures to support the national conformity assessment system implemented		0	0	0	0	0	0 MTIC
										UNBS
			Conformity rate to National Standards		0	0	0	0	0	0 UNBS
	5.2 Rationalize and harmonize standards institutions, and policies at	Institutional and policy frameworks for investment and trade harmonized	Harmonized policy frameworks on Investment and trade in place		0	0	0	0	0	0 MTIC

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		local and regional level								UNBS
			No. of nontariff barriers to trade and investment eliminated		0	0	0	0	0	0 MTIC
										UMA
										UNBS
										URA
			No. of seizures and destruction of substandard good (Metric tonnes)		0	0	0	0	0	0 MTIC
										UNBS
										URA
				518 Metric tonnes	567	627	689	758	835	MTIC
			Institutional and policy frameworks for investment and trade harmonized		0	0	0	0	0	0 MTIC
										URA
					1	5	10	15	20	25
			No. of mutual recognition arrangements (MRAs) concluded) on Conformity Assessment processes and Procedures harmonized at		0	0	0	0	0	0 MTIC
										UNBS

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
			Regional Level to facilitate trade							URA
				6	18	33	48	55	0	UNBS
	5.3 Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses	Legal and regulatory frameworks reviewed to remove restrictions and provide incentives for formalization	No. of Legal and regulatory frameworks amended to remove restrictions	0	0	0	0	0	0	MTIC
										URA
										URSB
			No. of incentives for formalization in place	0	0	0	0	0	0	URA
			No. of Commercial laws reformed and updated to promote competitiveness and regional integration	7	2	3	4	4	1	URSB
			National Policy on business formalization formulated and implemented	0	0	1	0	0	0	MPED

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		Faster settlement of awards resulting from tax appeals won by the private sector	Percentage of private sector complaints resolved		0	0	0	0	0	0 MFJED
		Outstanding court awards, mandamus orders and compensation arrears settled	Percentage of private sector complaints resolved	0.0545	1 Bn	MOJCA				
			% of outstanding court awards, mandamus orders and compensation arrears settled		0	0	0	0	0	0 MFJED
		Faster settlement of awards resulting from tax appeals won by the private sector	Percentage of private sector complaints resolved		0	0	0	0	0	0 TAT
		Domestic arrears eliminated	Percentage of private sector complaints resolved		0	0	0	0	0	0 MFJED
	5.4 Improve data availability on the private sector; and Improve Dialogue	Adequate framework for a MSME database in place	Establishment of adequate framework for a MSME AND MEDIUM SCALE	0	1	1	1	1	1	UIA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
	between the private sector and Government		ENTERPRISES database							
			MSM scale enterprises database in place	0	1	1	1	1	1	UIA
			Number of fully serviced industrial parks		0	1	1	1	1	1 UIA
			No on local private investors operating in industrial parks		0	1	1	1	1	1 URA
			MSME database in place		0	1	1	1	1	1 (blank)
			MoU between MDAs and URA signed		0	1	1	1	1	1 (blank)
	5.5 Create appropriate incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED	Incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED in place	Percentage of green finance in private sector development		0	0	0	0	0	0 MFPED
										MWE
										UIA
										UIRI
					2	2	2	2	2	2 MWE

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
	5.6 Increase accessibility to serviced industrial parks	Increased fully serviced industrial parks	MSM scale enterprises database in place		0	1	1	1	1	1 UIA
			Number of fully serviced industrial parks	0	1	1	1	1	1	UIA
			No. of local private investors operating in industrial parks	0	1	1	1	1	1	UMA
			Number of new industrial parks/economic zones developed		0	1	1	1	2	2 UIA
						0	0	0	0	0 UMA
	5.7 Increase accessibility to export processing zones	Export processing zones established	No of gazetted Free Zones.		0	0	0	0	0	0 UFZA
					15	25	35	35	40	UFZA
			No of public Free Zones with fully built industrial infrastructure and utilities	0	0	1	1	1	1	1 UFZA
							0	0	0	0 UFZA
			Entebbe Free Zone fully built with industrial infrastructure		0	0	0	0	0	0 UFZA
				35% Industrial	50% Industrial	75% Industrial	100% Construction completion	50% occupancy	100% occupancy	UFZA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
				Infrastructure in place	Infrastructure built	Infrastructure built		by private operators	by private operators	
			(blank)		0	0	0	0	0	0 UFZA
2: Strengthen the organizational and institutional capacity of the private sector to drive growth	2.1: improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities	Clients' Business continuity and Sustainability Strengthened	No. Companies that successfully go thru business rescue (Avoid liquidation)		24	538	642	746	846	946 URSB
			Number of Regional Business Development Service Centres established		0	3	2	2	2	2 UIA
			Number of clients served by the Regional Business Development Service Centres		0	0	0	0	0	0 MGLSD
										MTIC
										UIA
										URSB
					300	400	500	600	700	UIA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		Business Development Services framework established	No. Companies that successfully go thru business rescue (Avoid liquidation)		0	0	0	0	0	0 MTIC
										UIA
			Number of Regional Business Development Service Centres established		0	0	0	0	0	0 MFPEd
			Number of clients served by the Regional Business Development Service Centres		0	0	0	0	0	0 UIA
			SME specific Business Development Service Framework		0	0	0	0	0	0 UIA
					7.0	7.0		5	4.0	4.0 MTIC
			Number of SMEs facilitated in BDS		0	0	3	2	2	2 MTIC
			Number of operational Regional Business Development Service Centres		0	3	2	2	2	2 UIA
						0	0	0	0	0 UIA
			Number of Youth served through		549	1000	1500	2000	2500	3000 UIA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead	
			the Interactive SME Web-based System								
		Industry associations and clusters (chambers of commerce and trade unions) strengthened	Number of Regional Business Development Service Centres established		0	0	0	0	0	0 MTIC	
			Industry associations, chambers of commerce and trade unions strengthened		0	0	0	0	0	0 MTIC	
					15		20	15	15	15	MTIC
			Proportion of members of trade unions in the tax register		0	0	10	10	10	10	10 URA/MTIC
							0	0	0	0 MTIC	
										URA	
			Number of tax education programs implemented		0	0	0	0	0	0 MTIC	
										URA	
		Measures undertaken to create national, regional and global business links created for registered	No. of additional regional firms that are accredited to AEOs		0	0	30	30	30	30 URA	

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		local enterprises								
			No. of additional local firms that are accredited to AEOs		0	0	50	50	50	50 URA
			New AEO Benefits developed and implemented end to end of the value chain		0	0	30	30	30	30 URA
			No. of specific Compliance improvement plans implemented across different value chains of economic operators		0	0	0	0	0	0 MTIC
										URA
			No. of investors targeted in the Priority Programme Areas using the FDI intelligence tools		50	100	125	150	175	200 UIA
			No of Free Zones accessing regional and international markets		0	0	0	0	0	0 UFZA
						20	25	30	35	40 UFZA
		Measures undertaken to	No. of measures undertaken to		0	10	15	15	20	20 MTIC

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		increase the automation of business processes	increase the automation of business processes							
			Number of new e-services launched on the online e-Biz portal		0	0	0	0	0	0 URSB
				20000	30000	20000	20000	20000	20000	URA/MTIC
			strengthen the electronic single window		0	0	0	0	0	0 URA
			Number of key businesses processed and re-engineered thru the OSC		2	0	3	3	1	1 UIA
			Number of hands-on trainings in business automation held		0	5	5	5	5	5 UIA
			Business Process maturity level		0	0	0	0	0	0 URA
			Number of Free Zones licenced of the UESW Free Zones module		10	15	20	25	30	35 UFZA
		Established a unique identifier for all businesses across agencies	A unique identifier for all businesses across agencies established		0	0	0	0	0	0 URA
		National E-Commerce platform for Ugandan	Level of integration of URA systems with the national		0	0	0	0	0	0 URA

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		products and services established	E Commerce platform							URSB
		Establish a unique Identifier for all businesses across agencies	Level of integration of URA systems with the national E Commerce platform		0	0	0	0	0	0URSB
		Formation of producer cooperatives and pooling of resources for credit facilitated	Number of Youth and Women mobilised for entrepreneurship, business familiarisation and compliance to regulations		240	240	500	750	1000	1200 MGLSD
			Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed		0	0	0	0	0	0UIA
					10	15	20	20	25	25 MTIC
		Support measures undertaken to foster organic bottom up formation of cooperatives	No. of new producer cooperatives formed		0	0	0	0	0	0MTIC

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		Strengthened Corporate Rescue Framework in Uganda	Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed		0	0	0	0	0	0URSB
					49	75	80	90	100	100URSB
	2.2: Strengthen system capacities to enable and harness benefits of coordinated private sector activities	Research and innovation strengthened for MSMEs	No. of Research projects undertaken to support private sector developme		0	0	0	0	0	0MFPED
										MOSTI
										URI
										UNBS
										UNCST
										(blank)
					5	7	10	12	14	URI
		Product and market information systems developed	No. of functional information systems in place by type		0	0	0	0	0	0MTIC
					2	2	2	2	2	MTIC
		System of incubation centres	No. of Incubation Centres		0 4	4	4	4	4	MTIC

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
		strengthened to support growth of SMEs in strategic areas			0	0	0	0	0	0 URA
		One stop centres for business registration and licensing established	Number of additional business services accessed at the One Stop Centres (OSC) per year		0	1	1	1	1	2 UIA URSB
					2	2	2	2	2	(blank) 2 UIA
			Number of one stop centres by region		0	1	1	1	1	1 URSB
3: Promote local content in public programmes	3.1 Develop and implement a holistic local content policy, legal and institutional framework	An overarching local content policy framework developed	Proportion of contracts by value awarded to local providers.		0	0	0	0	0	0 MFPED
										MGLSD
										MTIC
										PPDA
										UFZA
										UIA
										UNBS
					58.4	0.6	0.65	0.7	0.75	0.8 PPDA
	3.2: Build the capacity of local firms to benefit from	Measures undertaken to increase the capacity of the	Capacity of local firms supplying goods and services to public		0	0	0	0	0	0 MFPED

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
	public investments	local construction industry to participate in public investment programmes across sectors	investments projects to implement standards enhanced							MTIC
										PPDA (blank)
			A public construction company in place	0	0	0	0	0	0	UDC
										UNBS
	3.3 Develop and publicize a transparent incentive framework that supports local investors	Transparent incentive framework developed	Transparent incentive framework in place	0	0	0	0	0	0	MFPED
										MTIC
					0.6	0.65	0.7	0.75	0.8	MFPED
4: Strengthen the role of government in unlocking investment in strategic economic sectors	4.1 Undertake strategic and sustainable government investment and promote private sector partnerships in key growth areas	Pipeline of bankable priority NDP3 projects developed for private investment	Number of bankable strategic projects	0	0	0	0	0	0	MOFA
										MTIC
						0.1	0.2	0.2	0.3	MFPED

Objective	Intervention	Output	Out Put Indicators	Baseline	Target FY 20/21	Target FY 21/22	Target FY 22/23	Target FY 23/24	Target FY 24/25	Lead
						4	4	4	4	4 MFPED
			No. tourist inflows		0	0	0	0	0	0 MFPED
										MOFA
			Value of FDI		0	0	0	0	0	0 MFPED
										UFZA
			Export Values (USD Bns)		0	0	0	0	0	0 UFZA
					0.22	0.29	0.36		0.43 0.49	MFPED
			Value of remittances		0	0	0	0	0	0 MOFA
										UFZA
						2500	2500	2500	2500	2500 UIA
			Number of direct, indirect & induced Jobs (in '000)		0	0	10	10	100	100 MFPED
										0 MFPED
										UIA
										0 MFPED
		Private sector funding through UDC increased	Number of bankable strategic projects		0	0	0	0	0	0 MFPED
			Value of UDC investment in strategic private companies		0	0	0	0	0	0 UDC
	4.2 Strengthen research and innovation capacity in support of private and public investment	Capacity for research and development strengthened to support private and public investment	Number of Research projects undertaken to support private sector development		0	5	6	8	12	12 UIRI

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2. NDP III Core Projects under the PSD Programme

The following are the ongoing projects, new projects and project ideas under the NDP III Private Sector Development Programme.

NO	PROJECT TITLE	MDA	START DATE	END DATE	STATUS
ONGOING PROJECTS					
1.	Competitiveness and Enterprise Development (CEDP)	MFPED	2020/21	2023/24	Ongoing
2.	Capitalization of strategic Public Corporations (UDB)	MFPED	2015/16	2024/25	Ongoing
NEW PROJECTS					
3.	Handcraft exports development	MTIC	2020/21	2024/25	Concept
4.	Implementation of Business Community	NIRA	2021/22	2023/24	Concept
PROJECT IDEAS					
5.	Co-operatives revitalisation for increased production and productivity.	MTIC	2020/21	2024/25	NDPIII Project ideas
6.	Micro and Medium Enterprises Small (MSME)	MTIC	2020/21	2024/25	NDPIII Project ideas
7.	MSMEs Nurturing for Youth Employment Project.	MTIC	2020/21	2024/25	NDPIII Project ideas

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